

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,141

Monday October 10 1983

D 8523 B

London Stock Exchange  
chief discusses vital  
week ahead, Page 6

## NEWS SUMMARY

### GENERAL

#### Etendard delivery to Iraq expected

The imminent delivery of five French Super-Etendard advanced jet fighters to Iraq, for possible use in the Gulf war, has increased tension in the area.

Iraq said yesterday that it would block Iranian oil shipments unless it is allowed to export its own oil through the Gulf, within striking distance of Iranian forces.

Iraq's Gulf terminals have been out of action since the start of the war, Page 20

#### Saudi arms deal

Saudi Defence Minister Prince Sultan bin Abdulaziz said his country is about to conclude a deal to buy arms from Spain. His talks with West German Chancellor Helmut Kohl this week are also likely to concern arms purchases.

#### McFarlane returns

U.S. special envoy Robert McFarlane returned to Beirut after long talks on Lebanon in Damascus with Syrian Foreign Minister Abdel-Hamid Khaddam.

Staff at the Damascus office of the Palestinian news agency Wafa have defected to rebels opposing PLO leader Yasser Arafat, it was announced. Soviet arms build-up, Page 2

#### 'Lebanese defections'

A major-general, 30 senior officers, and 800 Lebanese army troops have deserted to join the Druze forces, it was claimed in Damascus, Page 2

#### Obote's appeal

Ugandan President Milton Obote urged his predecessors Yusufu Lule and Godfrey Binaisa, both now living in London, to return home, saying they were free to express their views.

#### Basques for trial

Nine Basques accused of attacking an army barracks, whose release has been sought by guerrillas in exchange for a kidnapped army captain, will be tried by court martial on October 25.

#### Soviet scientist quits

Soviet scientist Evgeni Novikov has left Japan, where he was attending an international congress, for the U.S., where he has been granted political asylum.

#### Zia in talks

President Zia-ul-Haq of Pakistan today opens talks with the outlawed Jamiat religious party, covering topics including the end of martial law and the holding of elections, Page 8

#### Second Chile quake

Northern Chile was struck by its second earthquake in five days. Buildings in the city of Copiapo were damaged.

#### Mass wedding

Pope John Paul married 36 couples at St Peter's, Rome, biggest mass wedding performed by a Pope.

#### Piggott's victory

French coit Expert du Nord, ridden by English jockey Lester Piggott, was the £100,000 (\$150,000) winner of the Prix de l'Europe horse race at Cologne. American-owned Treizieme, ridden by Gerard Dubouey, was the £FR 500,000 (\$82,500) winner of the Grand Criterium at Longchamp, Paris.

#### Briefly

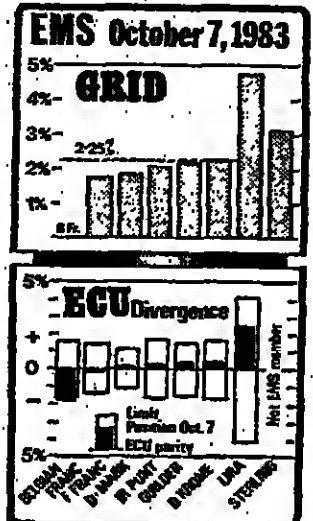
Lesaka: Zambian politician Harry Nkumbula, former African National Congress president, died, aged 57. Los Angeles: Actress Joan Hackett, 49, died of cancer.

### BUSINESS

#### Belgium boosts Cockerill selling

BELGIAN Government is putting up BFR 937.5m (\$18m) to buy out private steel marketing companies to give sales control to state steel group Cockerill Sambre, said to have been losing BFR 800m a year in lost opportunities, Page 22

THE DOLLAR'S continued decline put further pressure on weaker members of the European Monetary System last week. As dollar



confidence faded, market operators switched into D-Marks, creating further strains within the system.

The D-Mark moved above the French franc, which with the Belgian franc, traded close to cross-rate limits against the D-Mark. The Belgian franc was also well outside its divergence limit in relation to its Ecu central rate, although the Belgian central bank resisted the temptation to increase its discount rate in defence of the franc.

The Italian lira showed a small improvement during the week and remained the strongest currency by virtue of its wider divergence limit. The Dutch guilder benefited from the strength of the D-Mark to finish the week on a firmer note.

The chart shows the two constraints on European Monetary System exchange rates. The upper grid, based on the weakest currency in the system, defines the cross rates from which no currency (except the lira) may move more than 2 1/2 per cent. The lower chart gives each currency's divergence from its 'central rate' against the European Currency Unit (ECU), itself a basket of European currencies.

EUROPEAN Community faces a crucial test over reshaping its financial and political future with talks opening in Athens today, with Greece's current presidency of the EEC a crucial factor, Page 3

AUSTRALIA'S Government may soon reverse policy by allowing foreign banks to operate there, Page 22

HUNGARY'S three-year-old attempt to break into the international building market appears to be unprofitable, Page 4

BELGIUM'S gross national product is forecast to grow by 0.5 per cent in 1984, after an estimated 0.7 per cent fall this year, says the country's largest bank, Societe Generale de Banque, Page 3

ITALIAN Government has assured Britain it will do its best to speed the financing of the Westland-Angusta helicopter project, Page 4

WESTERN AUSTRALIA is discussing buying Bond Corporation's 5 per cent share in the A\$450m (\$300m) Argyle Diamond Mines project, which could soon be the world's biggest diamond producer, Page 23

FORD UK is to spend £74m (\$112m) on automation at its Southampton van plant, Page 7

EUROPEAN Assets Trust, Amsterdam-based, which is offering a third of its enlarged capital for £2m in London, has applied for a full listing on the London Stock Exchange, Page 23

## Burma bomb kills four key members of South Korean cabinet

BY ANNE CHARTERS IN SEOUL AND CHRIS SHERWELL, SOUTH ASIA CORRESPONDENT, IN SINGAPORE

FOUR senior South Korean cabinet ministers, including key economic chiefs and Mr Lee Bum Suk, the Foreign Minister, were yesterday killed with at least 15 other people when a large bomb went off in the Martyr's Mausoleum in Rangoon, Burma's capital.

The blast occurred only minutes before President Chun Doo Hwan was due to arrive for a wreath laying ceremony. No-one had claimed responsibility by late last night. The Burmese authorities did not ascribe blame but in an official statement said of the 19 known to be killed most were Koreans.

In Seoul, the South Korean capital, however, a presidential spokesman said that the bomb is believed

to have been planted by North Koreans.

The Government immediately put the military and police on full alert in case communist North Korea tried to take advantage of any confusion. People were told to remain calm.

President Chun and the remaining members of his original 22-member cabinet left immediately after the blast for Seoul, cutting short a six nation tour. He also blamed the North Koreans before leaving.

The explosion robs President Chun of key members of his economic team. Apart from Mr Kim Dong-Whi, Minister for Commerce and Industry, and Mr Suh Sang-Chul, Energy and Resources Minis-

ter, two other top technocrats were killed.

Mr Lee Bum Suk had recently returned from New York where he attempted to assassinate former South Korean President Park Chung Hee and succeeded in killing his wife in the mid-1970s.

In addition to the deaths, the blast has brought about an indefinite postponement of a carefully planned and important six-nation Asian and Australian tour.

Apart from Burma, President Chun was also due to visit India, Sri Lanka, Australia, New Zealand and Brunei.

The tour was aimed at cementing South Korea's relations with its Asian neighbours at a time when its own economic difficulties as a major debtor nation make it more de-

pendent than ever on its trading ties.

Among the South Korean dead in the Rangoon bomb blast were the following, according to the latest information made available in Seoul to the Associated Press:

Deputy Premier and Economic Planning Minister Suh Suk-Joon, 45; Foreign Minister Lee Bum-Suk, 58; Commerce and Industry Minister Kim Dong-Whi, 51; Energy and Resources Minister Suh Sang-Chul, 48; Secretary of Economic Affairs Kim Jae-Il, 43; Chief Presidential Secretary Ham Pyung-Choon; Chief Physician to the President, Dr Min Byung-Suk; South Korean Ambassador to Burma, Lee Kye-Chul; Chief Secretary to the head of the Ruling Democratic Justice Party,

Shim Sang-Woo; member of the Overseas Economic Co-operation Planning Office, Ha Dong-Sun; Vice-Minister of Agriculture and Fisheries Kang In-Hie; member of the Press Secretariat, Lee Jae-Kwan; two unnamed security guards and a reporter for the Seoul newspaper Dong-A Ilbo.

Reported seriously injured were: Chairman of the Joint Chiefs of Staff, General Lee Ki-Bae; Vice-Minister of Finance Lee Ki-Uk; member of the Presidential Office Press Secretariat, Choi Jae-Uk; director of the Foreign Ministry's protocol office, Choi Sang-Duk; two unnamed Information Ministry officials and 10 members of the press corps accompanying the presidential entourage.

## Israeli Treasury in struggle to curb run on bank shares

BY DAVID LENNON IN TEL AVIV

Israel's economic crisis deepened yesterday as the country's Treasury tried to agree on a rescue operation to prevent the collapse of bank shares following a massive sell-off of the shares last week.

Banking shares are valued at about \$7.5m, some two-thirds of which are held by commercial companies and institutions. Many of these shares are used as collateral for loans, and it is feared that a drastic fall in share prices could produce a chain reaction of bankruptcies if companies prove unable to increase their collateral with the banks.

The deepening problems came as the Knesset (parliament) will this morning be asked to approve a new coalition Government headed by Mr Yitzhak Shamir. The rest of the cabinet will be virtually identical to that which resigned when Mr Menachem Begin quit the premiership last month.

Mr Shamir intends to present an unchanged Cabinet to the Knesset and can expect severe criticism from the opposition for keeping on Mr Yoram Aridor as Finance Minister.

If Mr Shamir wins approval for his coalition, his Cabinet will go in to emergency session. The current trouble of the banks are only one element of a much wider economic crisis, which has been building up for the past two years.

The new Government will need to deal urgently with the widening trade gap, the growing balance of payments deficit, the growing foreign debt, and must also try to bring down the rate of inflation, which is running in triple digits for the third consecutive year.

Trading on the Tel Aviv Stock Ex-

change will be suspended today, for the second day running, and the sale of foreign currency will be restricted until details of the rescue plan are finalised.

Following urgent appeals from the commercial banks, the Treasury has offered to underwrite bank shares but at a value expected to be 15 to 30 per cent below their price, at the end of trading last week.

The Cabinet met for six hours yesterday to discuss the crisis, described by one banker as the most serious encountered by the economy in decades.

Dr Moshe Mandelblat, Governor of the Bank of Israel, the central bank, called on the public not to panic, said the Government would do all in its power to minimise the fall in the value of bank shares.

A spokesman for one of the commercial banks said yesterday: "There should not be a disaster, if the public behaves logically." Along with other bankers, he is afraid that the public have lost all confidence in the Treasury and that the banks will dump bank shares when trading is resumed. This could bring falls of up to 50 per cent in the value of the shares, one banker said.

The banks ran into severe liquidity problems last week, and the public sold bank shares in unprecedented quantities. In keeping with past practices, the banks bought up these shares to sustain their value. In order to do so, the banks imported hundreds of millions of dol-

lars, from their subsidiaries overseas and took loans from other overseas banks. But as the run on the shares accelerated, the Israeli banks ran out of willing lenders abroad.

The commercial banks then turned to the Government. The central bank agreed to ease the liquidity regulations on condition that the banks stop supporting their own shares. Out of desperation the banks have now accepted this demand.

Yesterday, the banks and the Treasury were working out the details of the agreement. In principle, the Treasury will underwrite the bank shares to guarantee a bottom price for the shares. This bottom price would be linked to the dollar, and bear interest at a fixed rate - but this will only to those shares which people hold for a period of five years.

The interest rates and the determining state of the bottom price were under discussion yesterday. The banks want the bottom rate set at as last Thursday's value of the shares - the Treasury is suggesting it be set at the April value.

This rescue formula would turn the formerly gilt-edged but completely liquid bank shares into government-backed, redeemable bonds. If the value of the shares falls behind the dollar linkage, then the Government would have to pay out the difference. This was described by one banker as "quasi-nationalisation."

## Argentine court lifts freeze on debt talks

By Jimmy Burns in Buenos Aires

A FEDERAL Court of Appeal has quashed Judge Federico Pinto Kramer's decision to freeze the rescheduling of Argentina's public sector foreign debt. It has also declared the judge "not competent" to pursue charges against the central bank authorities.

The move, taken at the weekend under intense pressure from moderate sectors of the ruling military regime, is aimed at resolving the financial crisis sparked off by the arrest last week of Sr Julio Gonzalez del Solar, the central bank Governor.

However, the outcome of the crisis remained uncertain yesterday with signs of growing nationalist fervour and a continuing split over the issue within the military junta in the run up to the October 30 elections.

Significantly, Saturday's court ruling did not refer explicitly to Judge Kramer's criticism of Sr Solar, but merely referred the case to Federal Judge Martin Anzoategui, who is investigating allegations that nearly a quarter of Argentina's foreign debt was used for speculative ends following the 1976 coup, and is therefore "illegal".

In New York, meanwhile, foreign banks have indicated unwillingness to release further funds to Argentina as long as the present political confusion in Buenos Aires persists. They have virtually accepted that the first \$500m tranche of a \$1.5bn loan scheduled for drawing on October 17 will now be delayed.

The junta has called a crucial

## Bankers Trust starts move to wind up Carrian

BY ROBERT COTTRELL IN HONG KONG

A WINDING-UP position against Carrian Investments, the stock market listed arm of the debt-stricken Hong Kong property group, has been issued by Bankers Trust of the U.S.

A Hong Kong High Court judge on Saturday appointed as provisional liquidators of the company three executives of the accountancy firm of Arthur Young. The petition will be heard on November 7.

The move follows a similar petition issued on Friday by Hong Kong's Registrar General against the China Underwriters Life and General Insurance Company, which is a subsidiary of Carrian Investments. The High Court assigned the job of provisional liquidator to the Official Receiver.

Saturday saw other blows to Carrian's hopes of avoiding bankruptcy. Wardley, the merchant banking arm of the Hongkong Bank Group, resigned as adviser to Carrian Holdings, saying it thought there was "no longer any real prospect" of a scheme to reconstruct Carrian's debts being successful. Hambros Pacific, Hong Kong arm of the London merchant bank, also resigned as adviser to Carrian Investments, the main subsidiary of Carrian Holdings.

Wardley and Hambros had been trying to agree with creditor banks schemes for reconstructing Carrian's debts being successful. Hambros Pacific, Hong Kong arm of the London merchant bank, also resigned as adviser to Carrian Investments, the main subsidiary of Carrian Holdings.

George Tan, ex-CEO of HKS10bn, The largest creditor is thought to be Bank Bumiputra of Malaysia.

Mr Tan spent the weekend in Hong Kong's Laichikok detention centre, waiting to raise the bail fixed for him at a High Court hearing in chambers on Friday. The bail is said to be "substantially increased" from the HK\$2m originally fixed for Mr Tan by a magistrate's court on Tuesday. Mr Bentley Ho, an executive director of Carrian, was freed over the weekend on bail of HK\$1m. Mr Tan and Mr Ho face charges under Hong Kong's theft ordinance.

At a Carrian Holdings board meeting held inside Laichikok detention centre on Saturday, two directors, Mr John Marshall and Mr Rod Bell, resigned.

The Carrian group has been struggling for almost a year to reconstruct its debts, having risen and fallen with Hong Kong's property market.

The Official Receiver is expected to terminate China Underwriters' general policies, and seek a buyer for its long-term business. Bankers believe that a scheme may be found to stabilise the finances of Carrian's other main subsidiary, the shipping fleet, Grand Marine.

The collapse of the Carrian group is likely to increase pressure on the Malaysian Government to explain how Bank Bumiputra, the country's largest bank, came to lend so much

Continued on Page 20  
End of the road, Page 19

## InterFirst group makes \$194m loss

BY TERRY DODSWORTH IN NEW YORK

INTERFIRST Corporation of Dallas, the 19th largest U.S. banking group, has been forced to make heavy provisions and declare a \$194m third-quarter deficit as a result of losses in its energy loan portfolio.

The announcement of the loss, believed to be the largest quarterly deficit ever by a big U.S. banking group, was followed at the weekend by a sweeping management reorganisation, which will bring in a new team at the head of InterFirst Bank Dallas, the group's main operating subsidiary.

At the same time, Mr Elvis Mason, the group's chairman, stressed that the corporation and all its banking subsidiaries remained in a strong financial condition. "InterFirst continues to be among the best-capitalised major banking organisations in the world," he said.

The Dallas bank's difficulties follow similar energy-related problems over the last 18 months at Penn Square Bank of Oklahoma and Seafirst Corporation of Seattle, which have both been absorbed into larger banking groups. After

acquiring Penn Square, Continental Illinois of Chicago made loan provisions of \$220m and took a \$61m net loss for the second quarter of 1983, while Seafirst declared a deficit of \$156.2m in the second half of this year, when it was taken over by BankAmerica Corporation.

At InterFirst, third quarter write-offs amounted to \$534m, while loan loss provisions rose to \$430m from \$76m in the first six months to June. According to Mr Mason, InterFirst believes it has made adequate provision for any further losses that may emerge in its energy business. The bank expects to return to profits in the fourth quarter, but still anticipates a loss for the year against net profits of \$223m in 1982.

InterFirst took over the Fort Worth-based First United Bancorporation for \$260m in a paper transaction in June. After this deal, its shareholders' funds stood at the end of September at \$1.4bn, about 5.1 per cent of total assets, while its non-performing assets, which earn either no interest or interest at a reduced rate, amounted to marginally over 3 per cent of total assets.

## UK in new bid to cut spending

By Max Wilkinson in London

THE UK Government will be mounting a second front in its attack on public spending after the current Conservative Party conference. The Treasury will then shift the argument from next year's overspending to the major policy issues in the period up to 1987.

It will urge the Cabinet to make a series of tough decisions which will particularly affect spending on defence, the health service and social security.

The argument, which is part of the current expenditure review, is likely to be at least as fierce as that over the £24bn cuts which the Treasury wants in departmental bids for spending in 1984-85. These cuts are needed to bring the total back to the target of £126.4bn (\$190bn) announced last March.

The Treasury has conceded that no radical cuts in public expenditure can be made next year and that there is only limited scope for

UK state industries: prospects for profits . . . . . 18

Hong Kong: end of the road for Carrian . . . . . 19

Management: learning from the Japanese . . . . . 8

Defence industries: Survey . . . . . 27-30

Editorial comment: a Swiss upheaval; UK Tories . . . 18

Lombard: more ideas on world debts . . . . . 19

Lex: Habitat/Mothercare; London Stock Exchange . 20

Computer software: Survey . . . . . Section III

### CONTENTS

International . . . . . 2, 3, 6	Int. Capital Markets . . . . . 21-22
Companies . . . . . 22	Letters . . . . . 8
World Trade . . . . . 4	Lex . . . . . 20
UK . . . . . 6-8, 11, 16	Lombard . . . . . 19
Companies . . . . . 23	Management . . . . . 8
Appointments . . . . . 22, 28	Men and Markets . . . . . 18
Arts - Reviews . . . . . 17	Money Markets . . . . . 15
World Guide . . . . . 17	Statistical trends . . . . . 5
Construction . . . . . 15	Stock markets - Sources . . . . . 31
Currencies . . . . . 28	Wall Street . . . . . 24-25, 31
Editorial comment . . . . . 18	London . . . . . 34-35
Eurobond . . . . . 21	Technology . . . . . 14
Financial Futures . . . . . 36	Unit Trusts . . . . . 32-33
	Weather . . . . . 20

I understand that companies moving to Wales have a wide choice of brand new factories and warehouses, and can also benefit from a wealth of financial incentives. Please tell me more.

Name \_\_\_\_\_ Position \_\_\_\_\_

Nature of business \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

TH No. \_\_\_\_\_

FT/41/B/83

PONTYPRIDD, MID GLAMORGAN CF37 5UT. TELEPHONE 1044 355/2666. TELEX 497515.



# The Ebic banks bring strength and experience to your financial operations

Over the past 20 years, the Ebic banks have been co-operating with each other in order to offer services which are both innovative and dynamic to their national and international customers. Their expertise has benefited small, as well as large businesses, importers, exporters, international organisations, states and, indeed, governments.

Through their interbank co-operation, their international networks and their common investments, the Ebic banks can assist in a variety of financial operations. These include business loans, export financing, euroloans, foreign exchange risk coverage, eurocurrency issues, project financing, mergers and acquisitions and many others.

Specially created by the Ebic banks are a number of common investments in which either all or the majority of the member banks have important holdings. In Europe, for instance, there's European Banking Company SA, Brussels and European Banking Company Limited in London which together, as the European Banking Group, wholly-owned by the seven

Amsterdam-Rotterdam Bank

Banca Commerciale Italiana

Creditanstalt-Bankverein

Deutsche Bank AG

Midland Bank plc

Société Générale de Banque

Société Générale

ebic

European Banks International

Ebic banks, offer specialised services throughout the world.

In the States, there's European American Bancorp (EAB) with subsidiaries in New York and their affiliates and branches in Bermuda, Cayman Islands, Chicago, Los Angeles, Luxembourg, Miami, Nassau (Bahamas) and San Francisco.

Then there's European Asian Bank (Eurasbank). Headquartered in Hamburg, it has branches in Bangkok, Bombay, Colombo, Hong Kong, Jakarta, Karachi, Kuala Lumpur, Manila, Seoul, Singapore and Taipei.

Ebic banks also have important participations in European Arab Bank in Brussels, Cairo, Frankfurt, London and Manama (Bahrain), and in Euro-Pacific Finance Corporation in Brisbane, Melbourne and Sydney.

If you'd like to take advantage of our financial strength and experience, and would appreciate further details, then just send your business card, marked "Information on Ebic," to the Ebic Secretariat, 100 Boulevard du Souverain, B-1170 Brussels.

Europe's most experienced banking group

## OVERSEAS NEWS

### Pravda in new attack on U.S. 'banditry'

MOSCOW - President Reagan's foreign policy was branded as open banditry by the Soviet Communist Party daily Pravda today in a fierce new attack on the U.S. leader.

In a commentary accusing Mr Reagan of hypocrisy, Pravda said that while the President had stated that the U.S. wanted peace and global justice, he in fact relied on the use of threats and military force on a worldwide scale.

"The 100 per cent militarisation of the U.S., an unprecedented arms race and open banditry extended to all continents are the essence of Reagan's policy," it added.

The article was signed by Alexei Petrov, a pen-name used on commentaries which represent high-level Kremlin thinking.

Declaring Mr Reagan's foreign policy adventurist and irresponsible, Pravda said Washington was now frightening and alienating both its allies and its own people.

The U.S. had mounted a crusade against all who did not agree with American views, and as a result U.S. marines were fighting in Lebanon and American troops and agents were deeply involved in Central America, the newspaper said.

Washington was carrying out a massive arms build-up in preparation for another crusade, this time against the Soviet Union and communism as a system, it added.

It was the latest in a series of harshly-worded attacks on the U.S. President following the sharp deterioration in U.S.-Soviet relations after Soviet fighters shot down a South Korean passenger airliner last month.

The Government daily Ivestia also attacked President Reagan at the weekend, saying he had deliberately ignored evidence that Soviet pilots had been unable to recognise the Korean airliner as a civilian plane.

● Bucharest, Romania - The Presidents of Romania and Bulgaria have jointly called on the U.S. and the Soviet Union to reach an early agreement in their Geneva talks on reducing intermediate-range missiles.

● Beirut, Lebanon - The President of Lebanon, Elias Hrawi, said today that the Lebanese army and Shia Muslim militiamen.

● Damascus, Syria - The Syrian leader, Hafez al-Assad, said today that it could lead to renewed armed conflict between Syria and Israel.

U.S. officials, however, have two more immediate concerns about the Soviet build-up. The first is that it will make Syria more intransigent in negotiations for a Lebanese settlement.

Washington believes that Syria's aim is to build up its armed forces to the point at which it can not only remain dominant in Lebanon but can also successfully challenge Israel on the battlefield.

Syria's overall goal is to recapture the Israeli-occupied Golan Heights, they say.

President Hafez al-Assad, the Syrian leader, is said by Washington to recognise that if the two countries went to war now, Syria would still lose.

But with its new Soviet weapons—particularly the SS-21, which can reach major Israeli population centres—Syria could still make an Israeli victory extremely costly.

Meanwhile, U.S. officials believe Syria has concluded that time is on its side and that the Israelis are fading as the predominant force in the region.

Defending the presence of the U.S. marine peace-keeping force in Beirut, Mr Reagan put the

### Soviet arms build-up in Syria causes Washington concern

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

THE REAGAN Administration is showing concern over the Soviet military build-up in Syria, to which Moscow is now adding advanced surface-to-air SS-21 missiles never before deployed outside the Warsaw Pact.

Confirming the deployment of the SS-21s at the weekend, President Ronald Reagan warned that the "massive" amount of modern Soviet military equipment now in Syria raised questions about Syria's "peaceful intentions."

In addition to the SS-21s, which have a range of 75 miles, the recent Soviet build-up has included the latest SA-5 anti-aircraft missiles, MIG 23 and MIG 25 fighters and late model tanks. So far this year, Moscow has supplied Syria with \$2.5bn (£1.67bn) worth of military equipment, according to U.S. officials.

The Soviet arms shipments have gone well beyond replacing the equipment Syria lost in fighting with Israel in Lebanon last year, and Mr Reagan added in his weekly radio broadcast that there are now more than 5,000 Soviet military advisers and technicians in the country.

Defending the presence of the U.S. marine peace-keeping force in Beirut, Mr Reagan put the

### Lebanese 'defection'

BY OUR FOREIGN STAFF

A MAJOR GENERAL, 30 other senior officers and 800 troops from the Lebanese army have now defected to Druse forces headed by Mr Walid Jumblatt, it was claimed in the Syrian capital, Damascus, yesterday.

A close aide to Mr Jumblatt claimed that the latest and most significant defector was Major General Nadim al-Hakim. The announcement came as efforts to reach agreement on a venue for the proposed national reconciliation talks appeared to be making little progress.

Mr Robert McFarlane, the U.S. special envoy, held further talks in Damascus yesterday on reinforcing the 14-day-old ceasefire in Lebanon. One of the key problems still to be overcome is the composition of the international observer team to police the ceasefire.

Two U.S. marines were slightly wounded in separate incidents yesterday near Beirut's international airport. One marine is believed to have been hit by a stray bullet fired in continuing skirmishing between the Lebanese army and Shia Muslim militiamen.

### Australia in row with Asean over Kampuchea

By Chris Sherwell in Singapore

A ROW has erupted between the five-member Association of South East Asian Nations (Asean) and neighbouring Australia over the decision by the Labor Government in Canberra to distance itself from the pro-Western grouping over the issue of Kampuchea.

Asean foreign ministers have decided to call off a planned Asean - Australia meeting scheduled for later this month in Sydney, and are considering further action. This could involve raising controversial trade issues.

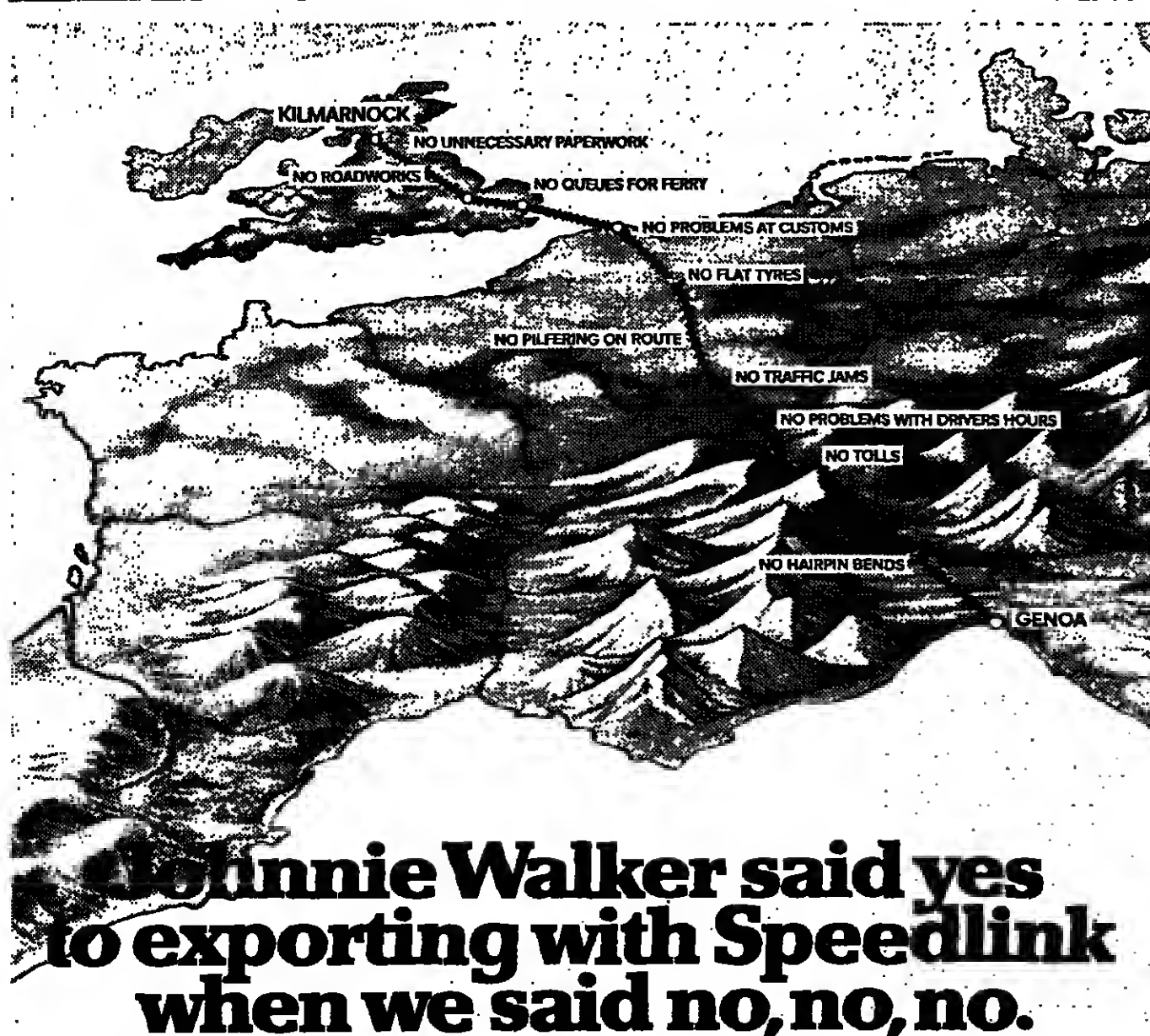
The change in Canberra's position surfaced at the United Nations General Assembly session in New York, where Mr Bill Hayden, Australia's Foreign Minister, announced that his government would not co-sponsor Asean's resolution on Kampuchea.

The Asean countries—Thailand, Malaysia, Singapore, Indonesia and the Philippines—had put forward a draft resolution calling for the withdrawal of all foreign forces from Kampuchea and the restoration of the country's independence and territorial integrity.

Mr Hayden also upset the Asean countries by criticising the Soviet invasion of Afghanistan but failing to mention the Vietnamese invasion of Kampuchea in 1979, which toppled the Peking-backed Khmer Rouge regime and which has since kept up to 180,000 Vietnamese troops in the country.

In addition, he spoke out directly against any Asean-inspired military help for the Khmer Rouge and other rebel groups now fighting the Hanoi-backed Hang-Semra regime in Kampuchea.

FINANCIAL TIMES, USPS No. 180640, published daily except Sundays and holidays. U.S. subscription: \$420.00 per annum. Second class postage paid at New York NY and at additional mailing offices. POSTMASTER: send address changes to FINANCIAL TIMES, 75 Rockefeller Plaza, NY, NY 10019.



KILMARNOCK

NO UNNECESSARY PAPERWORK

NO ROADWORKS

NO QUEUES FOR FERRY

NO PROBLEMS AT CUSTOMS

NO FLAT TYRES

NO PILFERING ON ROUTE

NO TRAFFIC JAMS

NO PROBLEMS WITH DRIVERS HOURS

NO TOLLS

NO HAIRPIN BENDS

GENOA

Johnnie Walker said yes to exporting with Speedlink when we said no, no, no.

Johnnie Walker asked us some tough questions when they first began thinking about exporting Red Label Scotch Whisky from Scotland to Italy by rail.

With Speedlink International, they asked, will there be any further customs clearance after they've sealed the wagons in Scotland? No, said we.

Will there be any more paperwork? No, we answered, adding that there was likely to be less bums.

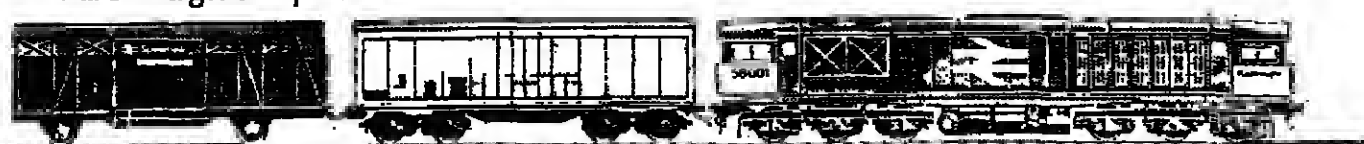
How about pilferage? And we said no again.

Will breakages be a problem? We shook our heads.

Now Johnnie Walker use 54 tonne High Capacity Wagons to export to Italy, West Germany, Yugoslavia and Austria, where the rails are the most accepted form of freight distribution.

If you'd like to know more about Speedlink International write to Richard Parkins at Eversholt House, 163-203 Eversholt Street, London NW11BG, or phone him on 01-387 9400 ext. 4219/3496.

**Speedlink International**



# Irvine... £5 Million for your comfort.

Today Sir Charles O'Halloran officially opens the new £5 million Skean Dhu Hotel in Irvine, Scotland. This is a major investment in the potential Irvine offers as Scotland's youngest new town.

The new wave in Britain's only seaside new town.

# Irvine

Contact Mike Thomson at Irvine Development Corporation, Perceval House, Irvine, Scotland KA11 2AL today, or give him a call on (0224) 214100.



## OVERSEAS NEWS

# EEC talks will put Greek presidency to test

BY JOHN WYLES IN ATHENS

THE EUROPEAN Community's slow search for reforms to reshape its financial and political future switches to Athens today with talks between some 30 ministers which will test severely the effectiveness of the Greek presidency of the EEC.

Since August, there has been growing alarm at the top of the European Commission and in some national capitals at the lack of progress being made in the reform negotiations, and some disposition to hold the Greeks heavily responsible.

At previous meetings of Community foreign, finance and agricultural ministers, the ten governments have been more inclined to rehearse well-known national positions than to negotiate. If this reluctance to negotiate settles over the three-day meeting here, then the Community will risk missing its target for agreements at the Athens summit in December.

While the heads of government should not then have too much difficulty identifying

## Special session on events in Lebanon

THE EEC's 10 Foreign Ministers are to hold a special political co-operation session in the sidelines of to-morrow's meeting following a request by Hans Dietrich Genscher, the West German Foreign Minister, it was announced in Athens at the weekend, writes Andriana Ierodiakonov in Athens.

The Ten are expected to discuss the situation in the

EEC policy priorities, there is still enormous ground to be covered to put the summit within hailing distance of agreements encompassing on the Common Agricultural Policy and limiting the British, and possibly other, budget contributions to the EEC.

Senior Commission officials are worried about the Greek Government's ability, as president of the EEC Council, to lead the Ten up the mountain of work still to be scaled. Greek expertise on the basic

Lebanon in the light of talks between Mr Amin Gemayel, the Lebanese President, and Dr Helmut Kohl, the West German Chancellor, at the end of last week.

The meeting follows a Washington Post report that Syria and Saudi Arabia have agreed that a joint Italian and Greek observer force should help to maintain the ceasefire in the Lebanese Chouf mountains.

Issues is said to be far too thin.

While Mr Grigorios Varis, the Greek Minister for Europe, is making an impressive personal contribution, he lacks the political background, authority and weight to give a firm presidential push towards agreement behind colleagues such as West Germany's Hans Dietrich Genscher, France's Claude Cheysson and Britain's Sir Geoffrey Howe.

The Greek Government's strongest defenders remain Britain and West Germany.

An appeal for Greek participation in such a force was made in Athens last week by Mr Walid Jumblatt, the leader of the Lebanese Druze community. Athens has not yet formally replied to the request, saying it is waiting for a formal appeal from the Lebanese Government. But the Greek presidency has been urging for an EEC peace initiative in the Lebanon since last July.

The British view is that "there is still plenty of time" to line up settlements at Athens and that no amount of presidential guile can force governments to negotiate when they are not ready to do so.

It is also acknowledged throughout all EEC capitals that the quest for agreement is not helped by the sheer size of ministerial gatherings—which were fixed by the summit in Stuttgart last June. The problems of negotiating in a large crowd of

ministers will again be highlighted today when agricultural ministers join the foreign and finance ministers for a session on the most difficult issues of all—CAP economics.

Britain's demand for a strict financial guideline to control the growth of CAP spending is still not attracting much support but the possibility of agreement is said to be emerging around the Commission's proposal for a "super levy" to curb dairy production and to meet the costs of disposing of the huge milk surplus.

Ireland, however, remains bitterly opposed and ready to veto an agreement on the super levy.

On budget financing, France made a significant step last week towards the UK's view of curbing British transfers to Brussels but there is still little meeting of minds on the kind of mechanisms to be used, the size of reductions in Britain's payments and the length of time that any new budget arrangement should last.

## Hopes for Belgian growth next year

BY PAUL CHEESBRIGHT IN BRUSSELS

THE BELGIAN economy should resume growth in 1984 after contracting this year and in 1981-82, according to Société Générale de Banque (SGB), the country's largest bank.

Its conclusion, based on the results of econometric studies and published in its latest bulletin, is broadly in line with other locally-produced assessments of the economy.

The gross national product in volume terms is expected to grow by 0.5 per cent following an estimated fall this year of 0.7 per cent.

The modest growth comes against the background of tight conditions in the internal economy, where there has been an effort in Government policy to switch resources away from consumers and into business.

Thus wages and salaries will continue to diminish in real terms. Against an average inflation rate this year of 7.5 per cent, wages and salaries will rise by only 1 per cent, while next year SGB thinks there will be payment increases of 2.3 per cent against an inflation rate of 5.5 per cent.

But the Government is not cutting into the public sector deficit as fast as the business community would like. Next year, however, expressed in terms of percentage of gross national product, it will slip beneath 16 for the first time in four years.

Last month's public sector strikes have shown that if the Government wishes to maintain social peace, especially in the south of Belgium, it has only limited room for manoeuvre.

## U.S. 'in isolation' over funds

HOT SPRINGS—Mr A. W. Clausen, the World Bank president, said at the weekend that the U.S. is "rather isolated" in its reluctance to provide more funds for a programme in which developed nations lend money to the world's poorest countries.

But he expressed optimism that the Reagan Administration would agree to a greater contribution for the programme, the International Development Association (IDA).

Mr Clausen made his remarks after addressing the autumn meeting of the Business Council, which consists of 200 of the leading corporate executives in the U.S.

Mr Clausen said that he had urged support for the World Bank and other international lending agencies that help developing nations.

"I said the recovery in the United States... cannot fly for very long unless there's recovery in the Third World."

Therefore, he said, it is "very much in the self-interest of the business community" to back the organisations.

Mr Clausen made a fresh appeal for funds for the IDA which provides 50-year, no-interest loans for development projects.

The Reagan Administration has been reluctant to promise as much as the bank wants for the next three years.

Bank officials initially said they would need \$16bn from the developed countries that contribute to the fund. But the U.S. has offered only about \$2.5bn, which would keep the

level of the pool at about \$9bn. Officials have since indicated a willingness to compromise, but not at the U.S. level.

Mr Clausen said that "the U.S. is rather isolated at its position. It is lonely at the lower spectrum."

He said that he had not received a commitment from the Administration to request a higher sum from Congress.

But he said he was encouraged by reports early last week that the U.S. representative to the World Bank "has indicated now a range of between \$10bn and \$11bn."

## Cyprus talks win support

DR ANDREAS PAPANDEOU, Greek Prime Minister, and Mr Spyros Kyprianou, President of Cyprus, have reaffirmed support for a new United Nations plan to resume inter-communal talks between Greek Cypriots and Turkish Cypriots on the island, AP reports from Athens.

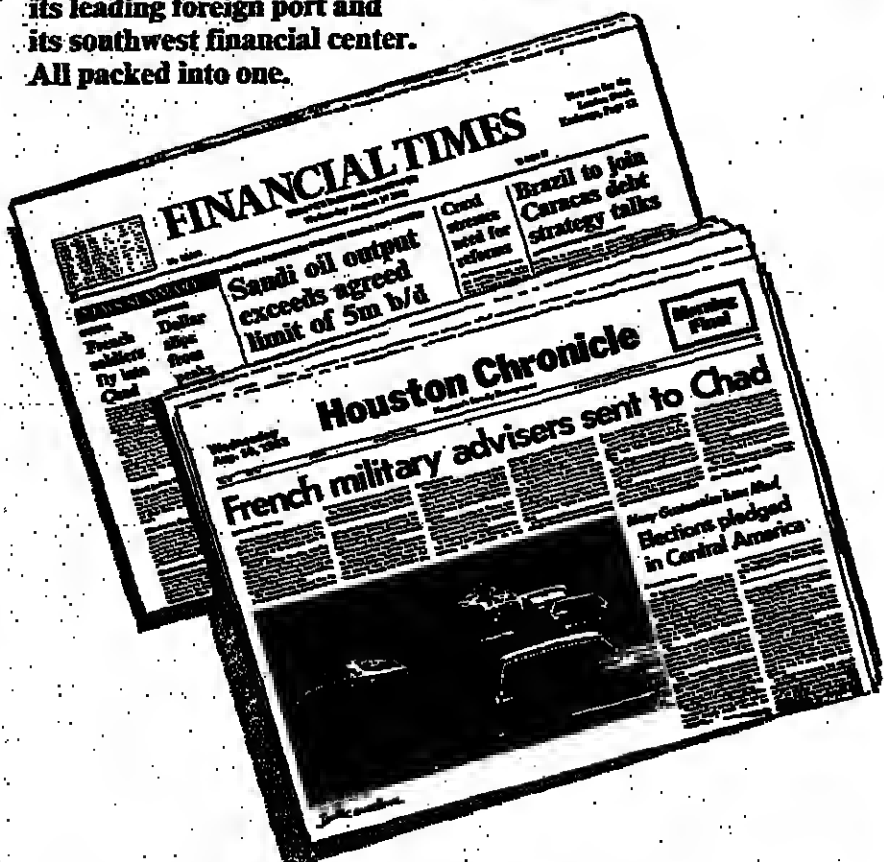
"Our two governments unreservedly support UN Secretary-General Javier Perez de Cuellar's initiative and will continue to make every effort for its success," a joint statement issued after the two-day meeting said.

## Ford trade zone

FORD MOTOR says it is seeking a free trade sub-zone status for its Lorain, Ohio, car assembly plant which will enable the facility to import car components duty-free and lower the plant's operating costs. Reuter reports from Dearborn, Michigan.

## The Texas Connection

...or how to get America's energy capital, its leading foreign port and its southwest financial center. All packed into one.



If you're looking to reach Houston's leaders, look to The Chronicle. Because The Houston Chronicle delivers more of Houston's leaders to advertisers than any American publication. Plus, The Chronicle, with its new International Business Section, is the first American newspaper to feature weekly highlights of The Financial Times.

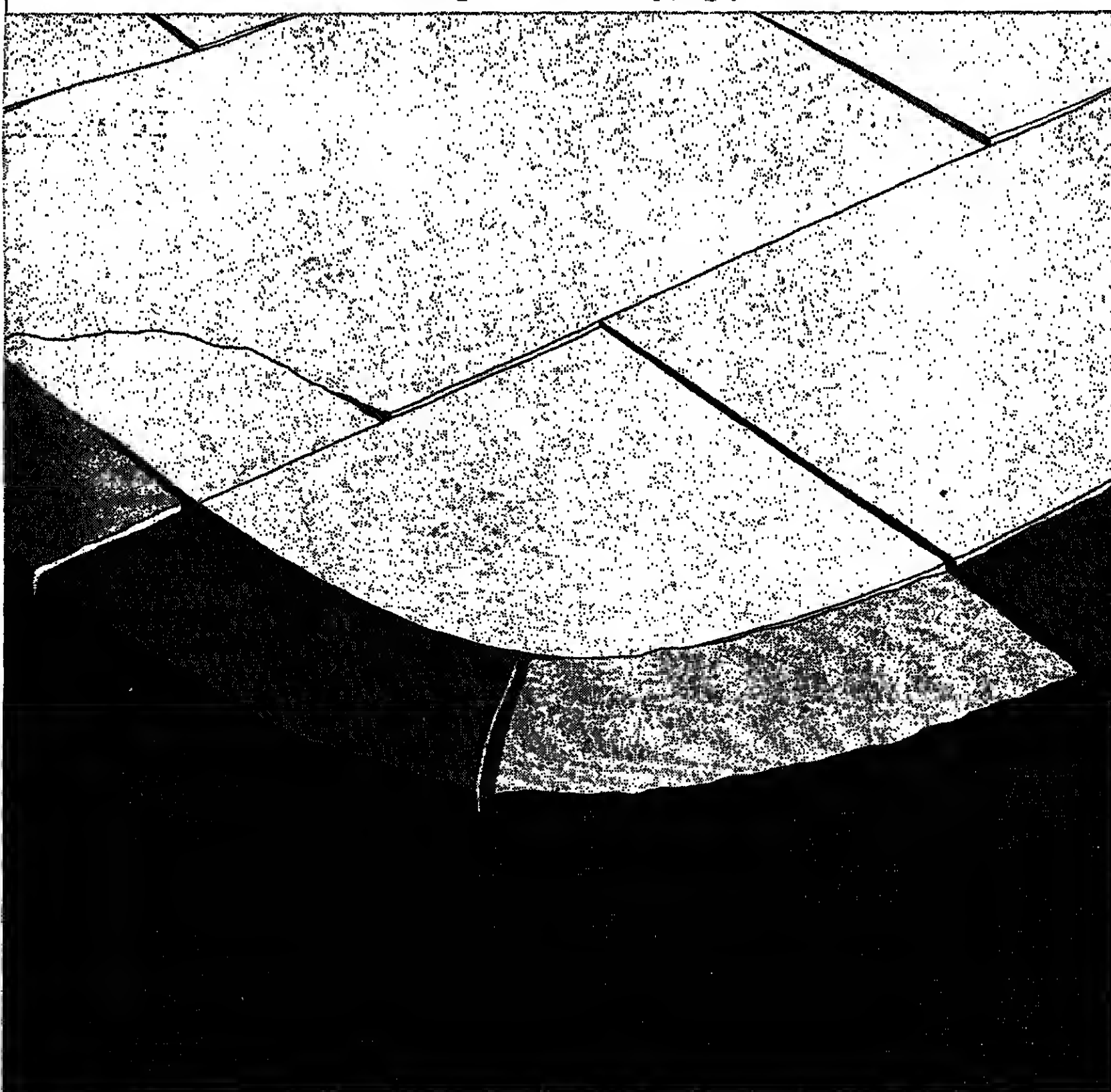
You could use a lot of leading publications in the market. Or you could use The Houston Chronicle and reach a lot of leading markets in one publication.

## Houston Chronicle

801 Texas Ave.  
Houston, Texas 77002 USA

Represented in the U.K. and Europe by Joshua B. Powers Ltd.

## For an American Airlines flight in America, check in here.



We long ago realised that carrying your luggage around vast and crowded airport concourses gives you long arms and a short temper.

Which is why if you fly American in America, at most airports you check your luggage in at the kerb as you get out of your cab.

We've dedicated ourselves to making travel in America an easier and more pleasant experience.

With over 800 flights a day between more than 75 major US cities we certainly make it easier to get from place to place. And with a standard of service that's been voted No.1 in

four consecutive surveys by the International Airline Passengers Association the journey is a little more pleasant too.

Should you prefer a particular seat in the aircraft then you can reserve it up to 11 months in advance and be confident we'll hold it for you until 30 minutes before the flight departs.

To sample our service before you get to America try our non-stop daily flight from Gatwick to Dallas.

To check how to book your seat with us in America or Transatlantic or for any other information call your travel agent or American on 01-629 8817.

**American Airlines**  
The all American Airline



## WORLD TRADE NEWS

## Italy seeks to reassure UK over helicopter

By James Buxton in Rome

THE ITALIAN Government has assured Britain that it will do everything it can to speed up the financing of the joint Anglo-Italian helicopter project, which is in danger of delay.

The project is for Westland in Britain and Agusta in Italy to co-operate in building the EH101 naval helicopter. Though both governments have approved the project, the Italian parliament has not yet granted funds for the helicopter's production.

On Friday, Mr Paul Channon, UK Minister of Trade, received on a visit to Rome an assurance that the Italian government would do everything it could to have the legislation passed by the end of the year so that production can begin on time next year.

The Bill failed to get approval before parliament was dissolved for the general election in Italy in June this year. Now a new Bill has been introduced including funds for the EH101, as well as for the production of the AMX fighter aircraft, being built by Agusta in co-operation with Brazil. By Italian law military production projects must be approved by parliament.

The EH101 project could become the biggest industrial co-operation venture between Britain and Italy since the Tornado MRCA aircraft. As well as being an anti-submarine helicopter, a civilian passenger version is planned.

Tom Sealy spotlights an abortive bid to earn hard currency  
Hungary suffers heavy loss in assault on construction market

Hungarian contractor Emerport, the same problems are carried over into foreign contracts.

There is often a conflict of interest between the former exposed to the monopoly position of the latter. The sub-contractor seldom supports the main contractor in risk bearing," he told Hett Vilagardasag in a recent interview.

Hungarian contractors have also run into problems with materials and equipment. More often than not the foreign client specifies a foreign product with which he is already familiar. But even when this is not done, Hungarian products only rarely meet either the price or quality standard required. The resulting low domestic content on materials is a further drain on the profitability of overseas contracts.

Thus, instead of enabling the use of surplus domestic construction capacity, Hungary's foreign ventures have forced the country to create new capacity at a cost of several billion forints.

But that is not the end of the problem for the new foreign contracting industries. In order to gain contracts against stiff competition from established Western contractors, Hungarian contractors adopted a low-price approach to the international market.

Tenders were made particularly attractive by submitting them at or even below cost on the assumption that losses made on the initial contracts could be recouped on subsequent ones.

The approach certainly brought in the business, producing an average 30 per cent increase in foreign contracts value in both 1981 and 1982. Current activities include the design of a 500km railway between

Libya and Tunisia, mass housing projects in Libya and Algeria, reconstruction of the port of Calabar, design work for the new capital of Abuja in Nigeria and, most recently, construction of a section of the Calcutta underground.

But while the initial contracts have been successfully won, the profit-making subsequent ones have not. Hungary's loss-leader approach has turned into a loss-maker.

Emerport, for example, reckoned on gaining contracts for the construction of several thousand apartments in a mass housing project at Zintia, Libya. So far, however, it has gained contracts to build only 700 against non-recoverable start up costs of 300m forints (\$3.7m).

Another problem is lack of hard currency capital which forces contractors to rely heavily on credit. But Hungarian contractors have only one source of borrowing: the Hungarian National Bank, which has cut back sharply on hard currency loans and raised its interest rates to the same level as those obtaining in the West. With the slump in new orders and the seven to eight year time scale of many of the major contracts, more and more contractors are being caught in a vicious squeeze.

According to Mr Kozma, the situation can only be saved by a change in policy - a switch away from main contracting in large projects to subcontracting, particularly for Western firms. "Export work will have to take account of our own resources and adapt to market conditions. We should attempt to contract only for small-scale, low price-tag projects which have a smaller financing requirement and a quicker period of return."

## SHIPPING REPORT

## Owners hope for winter revival

BY ANDREW FISHER, SHIPPING CORRESPONDENT IN LONDON

AS SHIPPING markets attempt to regain the impetus that was interrupted by the summer doldrums, shipowners are having to look even more sharply at their financial position and prospects.

Last week was another uninspiring period for owners, with rates on the tanker market tending to slip back after steadying the previous week.

In the dry cargo market, Matheson (Chartering) said in its monthly review that owners had been disappointed recently by the slowness of the market to respond to improved seasonal demand.

This, it added, was "a reminder that the current recession is one of unusual intensity." But there

should be some revival of grain activity during the winter, with the gradual emergence of the U.S. and other countries from recession stimulating more trade and shipping activity.

Matheson noted, however, that for many owners, "a 5 or 10 per cent increase in freight rates this winter would bring little comfort." This bore out the fact that "the variance in the financial background between one owner and another has probably never been greater than it is today."

To illustrate this, Matheson cited the owner of a late 1970s-built Panamax bulk carrier - between 60,000 and 60,000 deadweight tons and able to go through the Panama Canal - which had been written down

in value over a period including several profitable years. It would have cost around \$12m to build.

This could well be competing with a one-year-old vessel of around the same size which cost \$25m "and has operated in abysmal conditions since she was delivered from the yard."

In turn, the owner of the latter ship could soon be operating against cheaper vessels ordered this year at the lower prices, say \$19m for such a vessel, offered by desperate yards during the world slump in shipbuilding. Thus, concluded Matheson: "What could be a bearable freight market for one owner can be an unmitigated disaster for another."

## Sharp fight for Djibouti contracts

By Andrew Gowers

WESTERN, EAST bloc and Third World companies are entering the final stage of a battle over several important industry and infrastructure contracts worth upwards of \$80m (\$80m) in the small but strategically placed African republic of Djibouti.

Mr Moussa Bahdon Farah, the country's foreign minister, said in London at the weekend that the Government would select companies to construct a new cement works in the capital, Djibouti, and a vital road link between the capital and the northern town of Tadjoura before the end of this year.

He declined to name the top contenders, but said that there were 18 from several East and West European and Arab countries as well as China and South Korea, still in the running for the \$50m road project, which is financed by Saudi Arabia. The cement works, which is expected to produce about 100,000 tonnes of cement per year and to cost between \$30m and \$35m, has yet to go out to tender. But Djibouti will be looking for finance for this and a number of smaller projects at a United Nations and World Bank sponsored aid conference which it is hosting.

Djibouti, a former French colony wedged between Ethiopia and Somalia at the southern end of the Red Sea, lives primarily from French and Arab aid and services associated with its support. A new French and Italian-built container terminal, which it is hoped will be able to handle 22,000 units in its first year and an eventual volume of 40,000 units, will be completed by August, 1984, the Minister said.

The Republic's ambition is to serve as a major entrepôt for trade between East Africa and the Arab world. At present, Ethiopia does a significant amount of its trade through the port via a rail link with Addis Ababa, though the railway is only working at 40 per cent capacity owing to damage during the Ogaden war.

## Boeing wins Jetfoil deal with Indonesia

BY LYNTON MCLEIN IN LONDON

BOEING Marine Systems has sold four Jetfoil hydrofoils to Indonesia in a \$150m initial contract involving the purchase and joint production of the craft in Indonesia.

The development marks a further step by Indonesia towards the acquisition of advanced aircraft-type technology. Licence production agreements have been signed previously with aircraft makers in Germany, France, Spain and the U.S.

The high-speed Jetfoils are to be used to help Indonesia enforce its exclusive economic zone. This runs as a band around the islands of Indonesia, embracing the archipelago as a single entity, but with free access for foreign merchant ships.

The hydrofoils will support three Boeing 737 aircraft, fitted with side-mounted military radar for maritime surveillance.

Indonesia has taken options on six more Jetfoils. If exercised, these options would bring the total value of the contracts to \$350m, Boeing said. Under the initial \$150m contract, Indonesia will be able to make the hulls and sell Jetfoils to customers in South-East Asia, but only if Indonesia takes out the options to buy the six further craft. The hulls for the six craft would be made in Indonesia.

Under the initial contract, Boeing will assist PT Pabrik Kapal, the Indonesian national shipbuilding company, to develop the capability to manufacture the high-technology hydrofoils. Boeing is to retain control over the most advanced aspects of the Jetfoil design. These include critical parts of the struts, underwater hydrofoils and the automatic control system which balances the craft in heavy seas. All these parts will continue to be made by Boeing in Seattle, Washington and supplied for sub-assembly by PT Pabrik Kapal.

Indonesia purchased its first Jetfoil in 1981. This craft was used to evaluate the potential of hydrofoils for coastal patrol and commercial application.

As a result, the Indonesian navy has identified a long-term requirement for up to 47 Jetfoils, Boeing said. Passenger carrying Jetfoils on commercial service would be on top of the naval requirements.

Boeing Jetfoils are in commercial service between Hong Kong and Macao, in the Sea of Japan, around the Canary Islands and over the English Channel between Dover and Ostend, Belgium.

The U.S. Navy also uses six larger missile-carrying patrol hydrofoils.

## World Economic Indicators

INDUSTRIAL PRODUCTION (1975 = 100)					
	Aug. '83	July '83	June '83	Aug. '82	% change over previous year
U.S.*	150.5	149.2	146.3	138.4	8.7
UK	101.7	104.4	103.8	97.4	4.4
W. Germany	102.4	118.9	116.8	98.0	4.7
Italy	114.5	118.5	121.1	122.5	-6.5
Netherlands	99.9	105.0	104.0	98.8	1.1
France	118.7	118.7	119.7	115.4	-0.8
Japan†	103.8	102.4	102.4	101.7	2.1

\* 1967 = 100. † 1980 = 100.

Source (except U.S., Japan): Eurostat

This announcement appears as a matter of record only.



## Republic of Finland

Dfls. 100,000,000  
9½ per cent. Bonds 1983 due 1989/1993  
Annual coupons November 1

Algemene Bank Nederland N.V.

Amsterdam-Rotterdam Bank N.V.

Bank Mees &amp; Hope NV

Coöperatieve Centrale Raiffeisen-Boerenleenbank B.A.

Baring Brothers &amp; Co., Limited

Daiwa Europe N.V.

Dresdner Bank Aktiengesellschaft

Kreditbank International Group

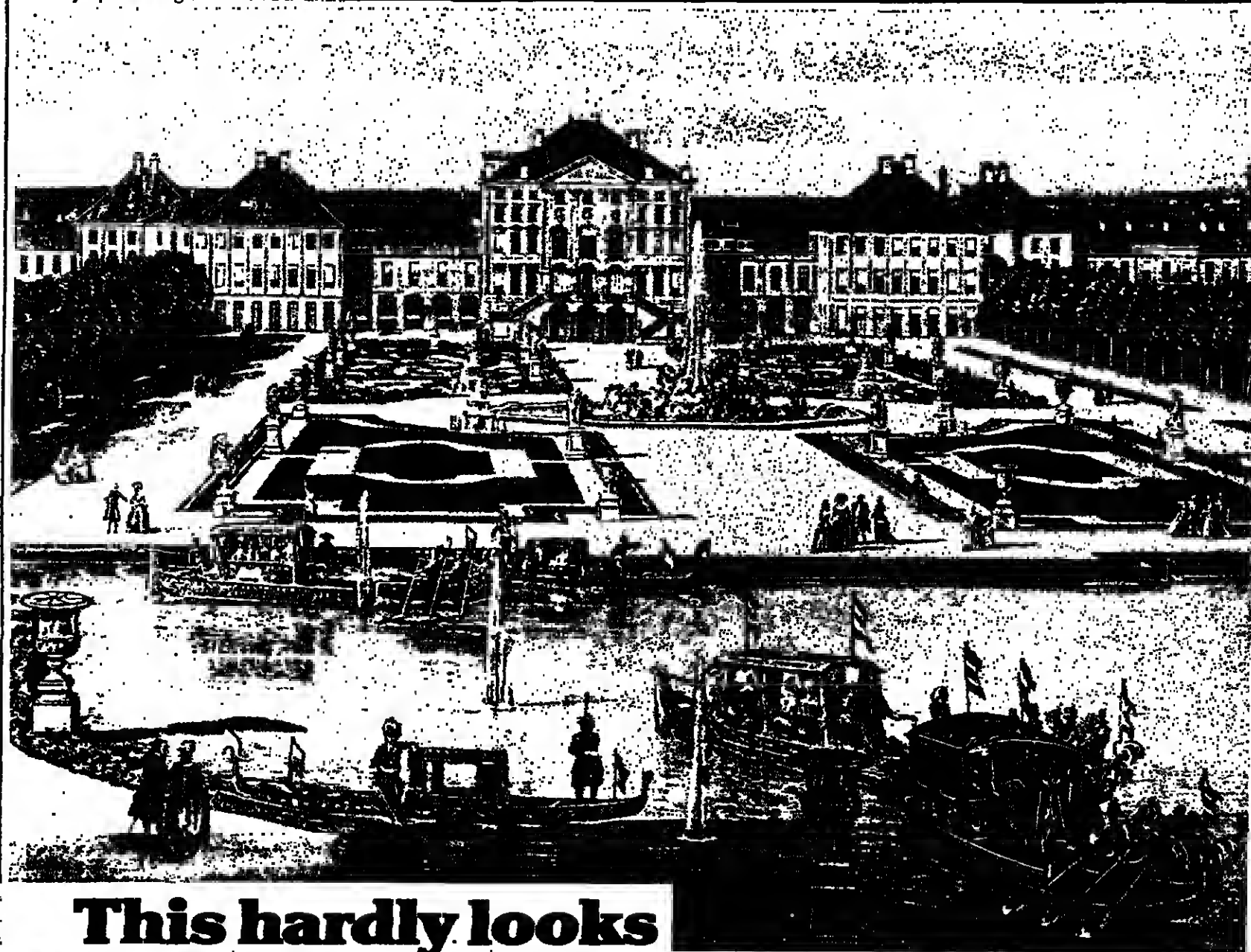
Orion Royal Bank Limited

Salomon Brothers International

Kansallis-Osake-Pankki Postipankki Union Bank of Finland Ltd. OKOBANK

September, 1983.

Nymphenburg Castle in Bavaria



## This hardly looks like the hub of an international financial network.

Bavaria's historical sites and traditional Bavarian friendliness are appreciated the world over. Yet, few are aware of the modern, international outlook of its institutions.

Bayerische Landesbank, for instance, is not only one of Germany's top banks, it's also one of the country's most outward-looking. Our global facilities include a wholly-owned subsidiary in Luxembourg, full-service branches in London, New York, and Singapore plus offices in Johannesburg, Toronto, and Vienna as well as our correspondent network around the world.

Through a growing international presence our capabilities range from buyers'

credits in the Far East to roll-over credits in Luxembourg, from interbank money dealing operations to Eurobond issues.

With a balance sheet total of nearly DM 96 billion our resources are substantial. Also, we're bankers to the State of Bavaria, and an integral part of Germany's most powerful financial organization, the Sparkassen network.

Moreover, we are authorized to issue our own DM bonds, an attractive investment for institutional investors wanting to spread their currency risk.

Bavarians have a reputation for drive and friendliness which, combined with our international outlook, makes our name worth remembering.



Bayerische Landesbank

International Banking with Bavarian Drive and Friendliness

Central Office: Briener Strasse 20, 8000 München 2, Tel.: (89) 21 71-01, Telex: 5 286 270, Cables: Bayebank Munich. Branches: London, Tel.: 726-6022; New York, Tel.: 310-9800; Singapore, Tel.: 22 69 25. Subsidiary: Bayerische Landesbank International S.A., Luxembourg, Tel.: 47 59 11-1. Representative Offices: Toronto, Tel.: 862-8840; Vienna, Tel.: 66 31 41; Johannesburg, Tel.: 838 18 13.



## STATISTICAL TRENDS: CANADA

### Economy picks up in wake of recovery in the U.S.

CANADA'S overall economic growth waned strikingly into reverse in 1982; results for the first half of 1983 show an up turn closely reflecting the recovery in the U.S. though not expected to match the growth rates predicted for the U.S. economy in 1983/84.

During the 1960s and early 1970s, sustained growth was made possible, yielding large increases in per capita income by substantial increases in productivity and increases in the population active in the workforce; during the mid-1970s, the growth of labour productivity slowed but was still offset by increases in the labour force.

#### Recession

In the mid-1970s, attempts to further the already high growth rates pushed prices and wage rates higher than in the U.S. For a while, a fall in the exchange rate compensated for productivity growth rates lower than those being experienced in other industrialised countries.

The growth in the merchandise trade surplus during 1976 to 1981 was due to the relatively favourable production costs compared with other countries. The improvement in competitiveness came partly from the depreciation of the Canadian dollar against the U.S. dollar in 1977/78, and partly because production costs kept in line with those in the U.S.

The swing to surplus on the current account in 1982 reflected an improved competitive position, a substantial increase in the balance of vehicle trade with the U.S. and an improvement in net energy exports.

#### Swing

Profits suffered a severe set-back in 1982, leaving problems for future industrial expansion. An analysis by the OECD of the trend in profit shares over the previous 30 years shows a gradual decline between 1955 and 1970, after which the trend flattened, but with substantial year-to-year fluctuations which could indicate that the 1982 experience was a cyclical event.

Commentary by Our Economics Staff; data analysis by Financial Times Statistics Unit; charts and graphs by Financial Times Charts Department.

Rates of return have been on a declining trend, and capital/output ratios on a rising trend since 1955—well before the oil crises.

In 1982, production and consumption of oil fell into step following a world slump in demand for energy and falling oil prices. But an oil trade deficit still occurred because of a swap of heavy oil exports for light oil imports.

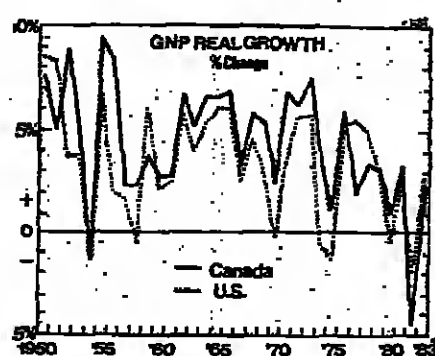
Substantial downward revision to the receipts in the federal budget, and increases in the expenditure forecasts are leading to an increase in the deficit as a percentage of GNP to around 7 per cent in 1982/83.

#### GROWTH PATTERNS

Period	Percentage change: annual averages		employment to population
	real GNP per employee (productivity)	real GNP per capita	
1962/72	2.62	3.87	1.22
1972/76	1.25	3.16	1.88
1976/81	-0.26	1.46	1.73
1982	-1.20	-5.57	-4.42

Source: Bank of Canada Review

#### General Economic



#### UNEMPLOYMENT RATES

	U.S.	Canada
1974	5.5	5.3
1975	8.3	6.9
1976	7.6	7.1
1977	6.9	8.0
1978	6.0	8.3
1979	5.8	7.4
1980	7.0	7.5
1981	7.5	7.5
1982	9.5	10.9
1982 Q4	10.5	12.6
1983 Q1	10.2	12.6
	9.9	12.3

Source: OECD

#### CONSUMER PRICE INDEX

	% change on previous year	Canada	U.S.
1971	3.04	4.25	
1972	4.63	3.46	
1973	7.45	6.10	
1974	10.84	10.95	
1975	10.79	9.20	
1976	7.61	5.82	
1977	7.92	6.51	
1978	9.04	7.61	
1979	9.01	1.24	
1980	10.25	13.51	
1981	12.40	10.40	
1982	10.85	6.07	
1983*	6.00	3.40	

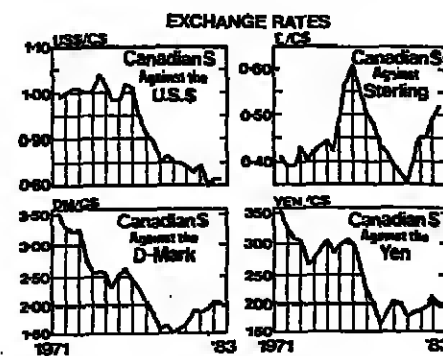
\* Estimate

Source: IFS

#### UNIT LABOUR COSTS

	1975=100	Canada	U.S.
1971	71.7	79.0	
1972	73.5	79.0	
1973	74.0	82.0	
1974	85.7	89.0	
1975	100.0	100.0	
1976	100.2	101.0	
1977	114.8	107.0	
1978	120.1	114.0	
1979	129.5	122.0	
1980	147.4	137.0	
1981	164.5	146.0	
1982	188.5	159.0	

Source: OECD



#### Competitiveness

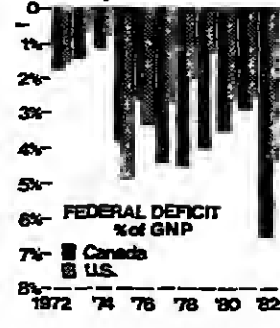


#### PRODUCTIVITY IN MANUFACTURING

	(Output per man hour)	Average annual growth %
	1951-73	1974-81
Canada	4.3	1.1
U.S.	2.4	1.5
Japan	10.0	6.2
France	5.3	4.2
Germany	5.8	4.4
UK	2.4	2.2

Source: OECD

#### Finance



#### Trade

##### CURRENT ACCOUNT (C\$bn)

	Current account balance	Merchandise exports	Imports
1971	0.43	17.9	15.3
1972	-0.39	20.1	18.3
1973	0.11	25.5	22.7
1974	-1.46	32.4	30.9
1975	-4.76	33.5	33.9
1976	-4.11	38.2	36.6
1977	-4.33	44.5	41.5
1978	-4.92	53.4	49.0
1979	-4.84	65.6	61.2
1980	-1.07	77.1	68.3
1981	-5.77	84.5	77.1
1982	3.02	84.6	64.2

Source: Statistics Canada

##### CURRENT ACCOUNT BALANCE by selected area

	U.S.	UK	EEC	Japan
1977	-4,022	274	-342	758
1978	-4,321	157	-932	654
1979	-7,581	562	153	1,919
1980	-7,852	1,615	2,154	1,580
1981	-7,567	933	254	298
1982	-772	274	-473	913

Source: Statistics Canada

#### EXPORTS BY COMMODITY

	Farm and fish	Forest products	Energy	Metals	Vehicle parts
1975	4,248	5,094	5,413	5,333	6,525
1977	4,837	7,877	5,477	7,286	10,597
1979	7,025	11,787	9,019	10,308	12,197
1981	9,830	12,854	11,856	13,741	13,639
1982	10,482	11,961	12,673	11,472	17,051

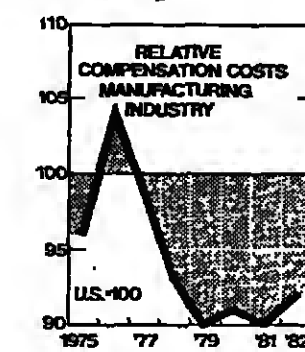
Source: Statistics Canada

#### IMPORTS BY COMMODITY

	Energy	Industrial materials	Vehicles, parts	Machinery, equip.	Consumer goods
1975	4,146	6,393	8,596	7,387	6,019
1977	4,116	7,849	11,989	8,453	7,863
1979	5,715	12,893	15,839	13,261	10,231
1981	9,605	17,022	16,783	17,777	12,564
1982	6,684	13,934	15,496	15,383	11,964

Source: Statistics Canada

#### Industry



#### CORPORATE PROFITS

	Before tax (C\$bn)
1973	15,417
1974	20,062
1975	19,643
1976	19,994
1977	20,940
1978	25,722
1979	34,000
1980	37,266
1981	33,008
1982	21,102
1983*	28,028

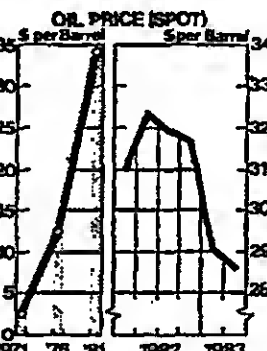
\* First quarter annualised. Source: Statistics Canada

#### Energy

##### PROFIT AND CAPITAL OUTPUT RATIOS: MANUFACTURING

	Canada %	U.S.
Profit share		
1955/64	34.9	26.2
1965/74	32.6	26.8
1975/81	33.1	25.0
1982	27.4	18.9
Capital/output ratio		
1955/64	2.07	1.30
1965/74	2.27	1.25
1975/81	2.62	1.41
1982	3.51	2.05

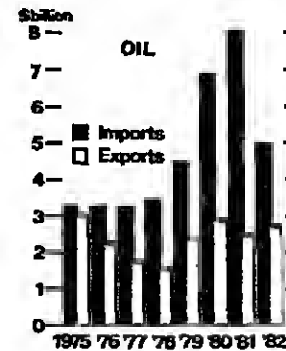
Source: OECD



##### ENERGY TRENDS

	Oil (000 b/d)		Gas (million tonnes oil equiv.)	
Year	Product <sup>a</sup>	Consumption	Product <sup>a</sup>	Consumption
1972	1,830	1,455	69.3	39.3
1973	2,115	1,755	69.4	41.8
1974	2,000	1,785	67.8	42.2
1975	1,735	1,735	68.9	43.3
1976	1,605	1,790	69.2	46.1
1977	1,610	1,810	72.7	45.9
1978	1,575	1,835	70.0	47.3
1979	1,770	1,915	75.1	50.1
1980	1,725	1,855	69.1	49.3
1981	1,545	1,760	67.4	47.8
1982	1,530	1,580	63.0	43.9

Source: BP Statistical Review



##### ENERGY DEMAND

	Oil	Gas	Electricity	Solid fuel
Shares (%)				
1973	61.9	50.7	45.7	
1981	18.4	24.1	24.3	
1982	14.7	16.9	18.9	
1983	5.0	7.9	11.1	

Source: IEA

In November 1981, we introduced our EuroClass, starting our fight to become the best business airline in Europe.

In July 1983, we had been the most punctual airline in Europe 15 months running.



We'll probably be number one for August and September too but we won't know until we get the statistics.

What we do know, is that we are the only airline offering you a complete business class service for the normal economy fare, without any surcharge whatsoever.

You check in quickly at special counters.

You get your reserved seat in our special EuroClass cabin.

You get more legroom than on almost any other airline.

Our meals on board have set a new standard in Europe, and all beverages are included in the fare.

At major airports throughout Scandinavia, we invite you to our Business Service Lounges to work a little or just to relax awhile.

You get it all for the normal Economy fare.

**SAS**  
EuroClass



## From Casablanca To Cape Town.



**Johnnie Walker Red Label**

THE CLASSIC SCOTCH WHISKY ANYWHERE

**WELCOME**

The Swiss are famous for it.

Swiss International Hotels bring you the choice of our superb hotels in Saudi Arabia. Each and every one of them offers you the welcome, hospitality and service that has made us famous around the world.

So sample a little piece of Switzerland at any of our hotels — you'll find them all very much to your taste.

<p><b>AL-RAS INTERNATIONAL HOTEL</b> PO Box 215, Jubail, Eastern Province, Kingdom of Saudi Arabia. Tel: 03 36 16501 (M/F) Telex: 63 0077 ALRST SJ</p>	<p><b>HOTEL JEDDAH</b> PO Box 4128, Jeddah, Kingdom of Saudi Arabia. Tel: 02 54 4500 Telex: 207 127 JEDH J Cable Address: JEDDAH</p>	<p><b>SHERATON PALACE HOTEL, JEDDAH</b> PO Box 674, Jeddah, Kingdom of Saudi Arabia. Tel: 02 5555 Telex: 60 0774 SHER J</p>
--	--	---

SPS, Southampton, Southampton Service, 19875-28 0000

SPS, Southampton, Southampton Service, 19875-28 0000

SPS, Southampton, Southampton Service, 19875-28 0000

SWISS INTERNATIONAL HOTELS

**Energy review**

every Wednesday in the

**FINANCIAL TIMES**

MARKET'S BUSINESS NEWSPAPER

## OVERSEAS NEWS

### Setback for SA union council

BY BERNARD SIMON IN JOHANNESBURG

EFFORTS by the Trade Union Council of South Africa (Tucsa), the country's biggest trade union grouping, to make it more representative of the country's workers have suffered a serious setback with the withdrawal from its ranks of South Africa's largest multiracial union, the Boilermakers' Society.

The society's decision to leave Tucsa has brought to a head growing criticism of the council's conservative stance on both labour and political issues.

The 54,000-member Boilermakers' Society has indicated that it will not join any other union grouping for the time being, but its withdrawal from Tucsa is bound to enhance the status of Tucsa's two main rivals, the Federation of South African Trade Unions (Fosatu) and the Council of Unions of South Africa (Cusa).

Both Fosatu and Cusa, whose affiliates have a combined membership of 150,000-200,000 workers, are groupings of more radical, mainly black, trade unions formed in the wake of labour reforms in the late 1970s.

The Boilermakers' union has criticised Tucsa for some time for its failure to keep pace with workers' aspirations and its reluctance to co-operate with the "emerging" Fosatu and Cusa union. Tucsa's general secretary, Mr Arthur Grobelaar, publicly supports the South African Government's controversial proposals for a new constitution.

Tucsa unions are generally favoured by the Government and employers for their "responsible" attitude to labour relations. But the Council's influence among workers and even liberal managers has steadily waned in recent years.

Tension between the Boilermakers' Society and Tucsa rose further at Tucsa's annual congress last week when the union opposed moves against trade unions which refuse to register with the Government. Other unions also rejected its call for workers bound by closed shop agreements to be allowed to join any union of their choice.

Mr Iles Van der Walt, the widely respected general secretary of the Boilermakers' Society, said that his union will try to encourage links with the International Metal Workers Federation. This body's members already include Tucsa, Fosatu and Cusa unions.

### Hindus take reprisals after killings

By K. K. Sharma in New Delhi

SHOPS AND BUSINESSES owned by Sikhs were attacked in many towns in Haryana state at the weekend by angry Hindu mobs following the killing of 10 Hindu passengers in buses and trains by Sikh extremists in the neighbouring state of Punjab late last week. New attacks by Sikhs in small Punjab towns were also reported.

The rioting, accompanied by angry exchanges between leaders of the Sikh Akali party and the Indian National Congress Bharatiya Janata Party (BJP) the possibility of Hindu-Sikh sectarian strife threatened to create fresh tensions.

The Janata Party issued a call for a general strike in Delhi and Haryana state today. Since there are substantial Sikh minorities in these areas, the authorities are making preparations to deal with fresh violence.

### Outlawed religious party to hold talks with Zia

BY JOHN ELLIOTT IN KARACHI

PRESIDENT ZIA UL-HAQ of Pakistan has agreed to have official talks with an outlawed party opposed to his policies. The move is his first such concession since violent demonstrations against his martial law regime started nearly two months ago.

This afternoon, he is to meet a delegation from a right-wing religious party, the Jamiat-ul-Ulema-i-Pakistan (JUP), which had threatened to launch direct action against the Government if talks were not held.

The party does not belong to the main Movement for Restoration of Democracy, which embraces nine political parties and has been organising the demonstrations. It is not therefore in a position to conclude a national deal with President Zia to end the crisis.

But the fact that the President has agreed under pressure to have the talks is significant, because the Jamiat's demands are similar to those of the Movement, and include the restoration of democracy.

The Movement's political activists believe that the talks may prove to be no more than an attempt by the Government to defuse tension following the past fortnight's local elections.

The total number of dead since the demonstrations started on August 13 are put at 89 by the Government and at 140 by independent observers. The annual Muharram 10-day period of Muharram, which in past years has caused clashes between Shia and Sunni Muslims, is just starting. The Movement for the Restoration of Democracy and various lawyers' organisations are planning a further wave of demonstrations starting around October 19, after the end of Muharram, and hope to avoid clashes during the observance.

## LONDON STOCK EXCHANGE

### Equity market's future hangs on crucial vote

Stock Exchange members meet tomorrow to vote on constitutional changes which form part of the agreement with the Government to exclude the exchange from the Restrictive Trade Practices Act. Ahead of the meeting, Richard Lambert interviews Sir Nicholas Goodison, the Stock Exchange chairman.

Has the Government let you off the hook?

I believe it is totally wrong to say the stock exchange has been let off lightly. We have had a system of fixed commissions since 1911. We are undoing in short order a regime that has persisted for more than 70 years. Nobody knows the consequences of that action. As people reflect, they are beginning to understand that something radical is happening.

The Stock Exchange Council was not choosing between a good course and a bad course in coming to this decision. It was choosing between two courses, each of which entailed considerable risk.

What is the mood of your members?

There is considerable unease about the implications of what the Government wants us to do. I understand that unease.

Members fear — and the Stock Exchange Council fears — that the dismantling of minimum commissions might lead to the ending of single capacity — the separation of principal and agent — and that would have serious regulatory consequences if it happened. They fear for the compensation fund, which is a voluntary fund subscribed by the members who have unlimited liability for it. These fears, and several more, would of course have been evident during the progress of the court case.

How long will it take to move to fully negotiated commissions?

I think it unlikely that the exchange would want to use the entire period allowed under the agreement to the end of 1985.

But it would be mad to dismantle commissions immediately, for two reasons. First, it is right and proper that the council should take soundings among members and users of the market, because it is a major move. Second, the council bears a heavy responsibility for regulation, and it would be wrong for the council to take fast action on one of the main pillars of the market without knowing what it would do to protect investors, were some of the fears that members have expressed to be realised.

Will you be able to maintain the separate role of broker and jobber once commissions are negotiable?

The separation of capacity in this way is council policy. We will maintain single capacity as long as it is commercially desirable, and as long as the users of the market want us to maintain it. It provides a liquid and continuous market. It is also a very strong regulatory tool, and avoids conflicts of interest effectively and economically.

Will you be able to maintain the separate role of broker and jobber once commissions are negotiable?

The separation of capacity in this way is council policy. We will maintain single capacity as long as it is commercially desirable, and as long as the users of the market want us to maintain it. It provides a liquid and continuous market. It is also a very strong regulatory tool, and avoids conflicts of interest effectively and economically.

How will the shape of the Stock Exchange Council be changed by the introduction of lay members?

I am fairly certain that we will not want to increase the size of the council, unless we have to do it temporarily to allow for the appointment of the first lay members. How

What will you do if single capacity breaks down?

We would be falling in our duty if we abolished fixed commissions without having thought through the alternative trading methods that would be needed in order to protect investors, were the present trading system to break down. We would need to consider not only alternative trading methods but also reporting requirements and other measures that would be needed to deal with conflicts of interest.

How far will commissions fall?

I really cannot foresee. I suspect that equity commissions will not be under such pressure as they were in the U.S. when Wall Street moved to negotiated commissions. I am not aware of widespread criticism of the levels of equity commissions, which are internationally competitive, and we introduced volume discounts in the early 1970s.

Indeed, the parallels drawn between what happened in the U.S. and what might happen here are, I believe, misguided. There are so many differences between the U.S. and here.

There has, on the other hand, been criticism of the level of commissions on government securities.

Will you be able to preserve the compensation fund?

It is council policy to maintain the fund. But the members back the fund with their own pockets and have unlimited liability to it. We will have to convince them that with negotiated commissions the risk is acceptable.

In order to do that, we will have to rely on close surveillance of what is going on. The introduction of negotiated rates will require closer monitoring of firms' activities, which means more expense at the centre.

Will you change the rule which limits an outside investor's holding in a member firm to under 30 per cent?

We increased the limit from 10 to 29.9 per cent in 1982 to allow firms to find ways of introducing more capital into their business so that they could compete more effectively with powerful houses around the world. We think it would be foolish to extend it in a hurry. We need to give a great deal of thought to the potential conflicts of interest if other financial institutions become more involved in stockbroking or stockjobbing.

How will the shape of the Stock Exchange Council be changed by the introduction of lay members?

I am fairly certain that we will not want to increase the size of the council, unless we have to do it temporarily to allow for the appointment of the first lay members. How

we will resolve the problem of the council's heavy workload I do not know. It is a very expert professional body, and I do not want to see its effectiveness damaged.

How difficult will it be to control and manage the pace of change in the securities industry?

This question was a key point in the council debate. If we had continued with the inappropriate legal proceedings, there would have been no management of change either by the Government or by us. Under the agreement, there is some chance of establishing reasonable control and with the monitoring authorities in place and the sub-committee of the Council for the Securities Industry in place, we must all have a better chance of managing change.

How important is Tuesday's vote?

Very important. There is a fundamental change taking place.

I have no feelings at present of what the outcome will be. One thing I am absolutely certain about is that the council took the right decision when it made the proposed settlement with the Government.

What will happen if members vote against the proposal?

I have been told quite clearly that the introduction of these changes is an essential prerequisite of the Government's introducing the necessary legislation to exempt the stock exchange from the court.

Are there any positive features in the changes?

We have a strong central market — not, incidentally, a monopoly — in this country, and I believe that we will continue to have a strong central market after the changes. The users realise the advantages of such a market, and so, I believe, does the Government.

I do not want to blow our own trumpet too loud, but I think that we are one of the best regulated and best run stock exchanges in the world.

## MITCHELL COTTS

International Engineering, Transportation and Trading

1982/83 RESULTS

\* Improving U.K. performance helps Mitchell Cotts weather overseas difficulties

\* Europe including the U.K. this year accounts for 62% of profits

	Years ended 30th June					
	1983	1982		1983	1982	
	£000s	£000s		£000s	£000s	
Profit before Interest and Taxation	12,570	15,065				
Interest (net)	5,193	5,329				
Profit before Taxation	7,377	9,736				
Taxation	4,108	5,890				
Profit after Taxation	3,269	3,846				
Minority Interests	13	914				
Profit before Extraordinary Items	3,256	2,932				
Earnings per share	4.49p	4.40p				
Extraordinary Items	(1,999)	717				
Net Attributable Profit	1,257	3,649				

ANALYSIS BY TERRITORY	Turnover			Profit		
	£000s	£000s	%	£000s	£000s	%
*Europe	103,904	7,900	62	106,757	4,980	32
South Africa	236,592	3,528	27	211,661	8,336	53
East and Central Africa	31,821	2,243	17	32,648	1,910	12
Americas and Australasia	33,002	(804)	(6)	36,559	435	3
	405,319	12,867	100	387,625	15,661	100
Expenses and Interest		(5,490)			(5,925)	
		7,377			9,736	
*Includes United Kingdom	83,840	5,915		82,718	4,221	

ANALYSIS BY ACTIVITY	Turnover			Profit		
	£000s	£000s	%	£000s	£000s	%
Engineering	195,806	7,051	55	200,167	11,251	72
Transportation	173,684	4,142	32	160,098	4,169	27
Trading	30,829	1,674	13	27,360	241	1
	405,319	12,867	100	387,625	15,661	100
Expenses and Interest		(5,490)			(5,925)	
		7,377			9,736	

The reduced level of profit arises mainly from the difficult first half: in the second six months there was in consolidated terms a return to almost normal levels. The improvements come from Europe including the U.K. We are confident that even when overseas profits return to normal levels, it will be seen that important changes have taken place in the balance of Mitchell Cotts. I would certainly hope results for the year to 30th June 1984 will show some improvement.

P. P. DUNKLEY, CHAIRMAN

Mitchell Cotts plc, Cotts House, Camomile Street, London EC3A 7BJ. Tel: 01-283 1234. Telex: London 8814641. The above figures are abridged and unaudited. The Annual Report and Accounts will be posted to shareholders on 7th November 1983.

INTERNATIONAL  
COMPANY  
FORMATIONS

UK Non-Resident

Isle of Man

Liberia

Panama

Jarvis

Tel: 01-283 3030

Jordan & Sons Ltd

Jordan House, Broadchurch Place

London EC1A 3EL

Telex: 267070

Jordan

مركز الأعمال



UK NEWS

# Leading Tory joins spending cuts protest

BY JOHN HUNT

MR JOHN BIFFEN, Leader of the House of Commons and former Chief Secretary to the Treasury, yesterday threw his weight behind the group of ministers who are arguing against large-scale cuts in their departmental spending for next year.

He warned against big cuts in spending on the social services and pointed out that the electorate would take its revenge on any party which made deep inroads into the Welfare State.

Mr Biffen also made it clear that he is extremely sceptical about the possibility of the Government's achieving significant reductions in taxation before the next general election.

Meanwhile other issues continued to bedevil the Conservative Party on the eve of its annual conference.

Criticism of Mr Cecil Parkinson, Trade and Industry Secretary, was still rife among Tory MPs who believe that he should resign over the affair with his secretary. Many Tory MPs do not rule out the possibility that Mr Parkinson may give way to his critics and resign despite continued support of him by Mrs Margaret Thatcher, the Prime Minister.

Yesterday Mr John Selwyn Gummer, the new Party chairman, was called to Chequers, the Prime Minister's country residence, to discuss the situation with Mrs Thatcher.

Mr Gummer also announced tighter control of the selection of Tory Candidates following a report from the Young Conservatives, that extremist right-wing "fascist" elements were infiltrating the party.

Mr Francis Pym, the former Foreign Secretary who is a leading moderate in the party, criticised government policy in a long speech.



Biffen: sceptical

at Cambridge. He warned that unemployment was the biggest issue facing the Government, and that it would continue to rise even if there is a sustained economic recovery.

Interviewed on London Weekend Television's Weekend World by Mr Brian Walden, Mr Biffen took as his central theme that the scope for large scale reductions in public spending were extremely limited. He was particularly dubious about the chances of cutting the defence budget.

His remarks highlight the intensity of the battle now going on in Cabinet over the proposed cuts in next year's public expenditure.

Mr Biffen has now thrown his considerable influence behind the three ministers who are fighting the proposed cuts in their spending - Mr Norman Fowler, Social Services Secretary, Mr Patrick Jenkin, environment, and Mr Michael Heseltine, defence.

His views are opposed to those of the Prime Minister, who still insists that reductions in income tax must be the priority for economic policy during this Government's lifetime.

Mr Nigel Lawson, the Chancellor of the Exchequer, made it clear in a weekend newspaper article that he shares her belief.

It will add further confusion to MPs and the rank and file who are complaining that there seems to be a lack of direction from the top since the Government's landslide victory in the general election.

Mr Biffen in his interview warned that tax cuts could not be purchased by "irresponsible treatment of public spending and of government borrowing." He agreed that tax reductions would be a bonus that the Government might get if things turned out well, but he would not like to forecast what the position would be by the time of the next general election.

Tax cuts were a very laudable objective, but the Tory Party had a well-established tradition of the protective role of the state.

He believed that tradition was consistent with "realism and with a sense of responsibility, all of which could be demonstrated in electoral terms."

The Treasury always wanted to trim public spending as much as possible, "but there is a political imperative which is buttressed by formal political commitments which puts a very clear limit on those ambitions."

Although the Prime Minister and Chancellor wanted tax cuts, "these are matters that have to be secured against a realistic appraisal of the government's responsibilities for public spending and borrowing," he added.

## Regional aid cash may be slashed

Financial Times Reporter

PLANS to cut the total amount of finance available for regional assistance to industry, and to establish stricter aid criteria to ensure more emphasis is given to job creation, have been approved by a Cabinet sub-committee.

Details of the scheme proposed by Mr Cecil Parkinson, Secretary of State for Trade and Industry, are expected to be finalised later this year, and will be published in a White Paper.

Its broad outlines were agreed at a meeting of the sub-committee last week, at which Mr Parkinson set out his proposals for a new approach.

His department spent £811.5m on regional aid last year. Of that, about £290m consisted of development grants for assisted areas, and a further £131m was committed under Section 7 of the Industrial Development Act to help generate employment.

Ministers believe, however, that the regional development grants, paid automatically to any business investing in an assisted area, have proved a costly way of creating jobs. In some cases, each new job cost £50,000 in government aid.

The Government is expected to reduce the amount of funds available, although the size of the cut has yet to be decided.

It also plans to introduce stricter rules designed to direct aid with greater precision than has been possible under the system of automatic payments.

The principle of designating assisted areas will be retained in the new approach, largely because Britain could not reclaim aid from the EEC regional fund if it were abolished. But the map of qualifying areas will be redrawn.

Greater emphasis will be paid to regions with high unemployment, and to travel-to-work areas - commuting zones which extend beyond city boundaries.

The Government is also expected to devise a formula which will seek to relate grants to the number of jobs involved in a given project.



HELSINKI

Dairy produce in Helsinki, miniature ball-bearings in Bangkok. Two real trade opportunities. And two locations served by the international network of Banque Indosuez.

In Europe, Banque Indosuez is firmly based in West Germany, Great Britain, the Netherlands, Italy, Belgium, Spain, Luxembourg, Switzerland, Gibraltar and Finland where it is the only European foreign bank.

Banque Indosuez has been operating in Thailand since 1897. Its Bangkok branch office is part of a vast Asian and Australasian network spread over 18 countries, including among others New Zealand, Australia, Japan, China, Hong Kong, Singapore, India.

Regular loans and advances, export financing, foreign exchange problems, mergers and acquisitions, project financing: Banque Indosuez opens up a whole world of opportunities.



BANGKOK

# BANQUE INDOSUEZ. A WHOLE WORLD OF OPPORTUNITIES.



BANQUE INDOSUEZ

Head office: 96, boulevard Haussmann - 75008 Paris.

Reprint: Cahn & Woods

## Ford invests £74m at Transit plant

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

FORD is to spend £74m to turn its Transit van plant at Southampton, Hampshire into one of the most highly-automated commercial vehicle facilities in Europe.

The group said yesterday that the investment programme - one of the largest ever announced for the British commercial vehicle industry - would be completed by the end of 1985.

1985, Ford thus clearly indicated when it will launch a replacement for the 17-year-old Transit.

As part of the complete re-organisation at Southampton, 84 robots and 50 programmable welding units are to be installed. This investment in high technology should enable the project to attract grants of between 15 and 20 per cent of the cost.

Ford has assured the 3,200 hourly-paid employees at Southampton that there will be no forced redundancies.

However, it said the general push for extra productivity throughout all its British plants would probably mean fewer jobs at Southampton.

Strike peace formula, Page 11

## Question:

Who sold more computer systems in the £100,000 - £500,000 bracket in 1982 than -

Dec  
Prime  
Sperry  
Tandem  
Ferranti  
Honeywell  
Burroughs  
Hewlett Packard?

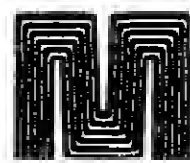
## Answer:

# Microdata Information Systems

The recently-published BIS-Pedder survey of the UK computer industry shows that, during 1982, Microdata Information Systems Limited\* delivered more than all except ICL and IBM in the £100,000 to £250,000 and £250,000 to £500,000 categories.

Over 1200 Microdata Reality, Sequoia and Series 8000 computer systems are being used in the UK to advantage by progressive industry, commerce, government and public sector users. Standard software packages are available for a variety of applications and highly sophisticated software tools, such as ALL - Microdata's fourth generation language, help users to become self sufficient in preparing additional special purpose, customised programs.

Call 0442 61266 for further information on how Microdata Information Systems Limited can help your organisation.



Microdata Information Systems Limited

Maylands House, Maylands Avenue, Hemel Hempstead, Hertfordshire HP2 4RL  
Tel: (0442) 61266 Telex: 825968

12 Branch Offices and 28 Service Centres throughout the United Kingdom and the Republic of Ireland.  
Microdata is a McDonnell Douglas company

\*During the review period Microdata Information Systems Ltd ranked as CMC



## THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

A NONDESCRIBT 1830s factory in Feltham, on the western edge of London's urban sprawl, bears all the familiar signs of near-terminal industrial decay.

But only from the outside. Behind the down-at-the-el facade of the Kenure Plastics building is a thriving company which, by adopting Japanese production techniques, has turned itself into a premier supplier of high quality precision mouldings to Japanese television manufacturers in Britain.

Its tenfold surge in sales since 1972, to £4.8m, has been achieved by satisfying Japanese standards of price, quality and delivery — something of which most western competent suppliers are incapable, according to a comprehensive survey published in Japan last month (see FT September 28).

Kenure, a privately-owned company with 200 employees, has not completely escaped the debilitating effects of recession; its profits fell slightly last year from almost £300,000 pre-tax in 1981. But its gradual adoption of Japanese methods over the last decade and its associated investment and modernisation programme costing £2.4m so far have put it in a much stronger position than most of its competitors.

Kenure's first attempts a decade ago to get moulding business from a Japanese company ended in failure when, after numerous discussions and no less than three evaluation visits, the prospective customer decided Kenure did not have the experience, expertise or quality control of its larger competitors.

Kenure only got a second chance because Kenneth Williams, the managing director, thought differently. At Williams' insistence, Roger Atkins, then a sales engineer and now sales director, made repeated visits to the Japanese prospect and patiently nurtured the personal relationship which are so essential in working for and with Japanese companies.

The first order came in a hurry. A larger competitor had failed to meet the quality standards set by the Japanese —

## Learning from Japan

## 'We wondered what on earth had hit us'

Kenneth Williams, head of Kenure Plastics, had a tough time when he tried to supply Japanese TV manufacturers. But he won through, as Peter Moyes reports

could Kenure do better and produce dust covers to Japanese standards?

The Japanese-supplied moulding tools were poor by British standards and there were problems in getting materials to the high specification demanded. But Kenure said "Yes."

Looking back Williams admits "we wondered what on earth had hit us." Kenure had to nurse production at every stage but earned the respect of the Japanese by adhering to its promise to keep the customer's production line supplied.

When the same customer next asked Kenure to mould a part to what by British standards was a "crazy" specification, Williams agreed — provided the customer would arrange for him to visit its Japanese contractors to find out how it was done.

The first visit by Williams in the early 1970s (he is at present paying his annual visit there) was the turning point which led to Kenure becoming established as a major supplier of moulded components to most of the Japanese consumer electronics

companies manufacturing in Britain. He found:

● Major differences in moulding practices. In Britain and Europe the industry traditionally uses "hard" tools manufactured from hardened metals. The Japanese use inferior "soft" tools, which are faster, easier and therefore much cheaper to make, and rely on the skill and dedication of their moulding machine operators to maintain finish quality and remove excess "flash" (the fine silver of waste plastic formed at the edges where mouldings are removed from the tool).

● Japanese toolmakers worked shifts and rigidly adhered to agreed time scales, unlike British toolmakers which Kenure used.

● Just-in-time deliveries. Japanese moulders made production deliveries to their customers at frequent intervals according to precise schedules.

● Emphasis on mechanical handling. The Japanese were more advanced in the use of



Trevor Humphreys

mechanical handling equipment. One contractor he visited provided a camera so that Williams could photograph their handling equipment.

● Lower production costs. These resulted from lower financing charges, mechanical handling and larger volumes. Kenure calculated that if they had the same volumes as the Japanese, then a press costed at £42 per hour in Japan could be costed in Britain at only slightly more, £46 per hour, but that if lower volume were taken into account the costing would need to be £66 per hour.

Subsequent visits by the managing director, who took his chairman on two occasions, and other key staff intensified the determination within Kenure not only to modernise its operation but to adopt many of the Japanese methods.

Its factory used to be dirty and disorganised. It is now clean and tidy; visitors are struck by the air of confidence it exudes and impressed by the high investment in modern equipment.

In many moulding companies hored operators can be seen unloading finished components from presses and haphazardly removing flash. At Kenure operators are to be seen meticulously trimming and inspecting components before carefully packing them.

Considerable emphasis has been placed on motivation and quality. Geoff Bird, design and technical manager, says that "if we have learned anything at all from working for the Japanese it is the importance of quality" and the quality assurance manager has figures to prove it.

Factory staff are now taken on visits to customers to see for themselves where their products are used, why quality is important and if Kenure can adopt methods used by their customers. One small by-product is that they have copied their Japanese customers in issuing company overalls. A works committee has also been set up to improve communications and discuss problems and business prospects.

Just-in-time deliveries (an adapted form of the Kanban system) are now part of Kenure's philosophy. Roger Atkins claims "we deliver bang on the nail" (normally every week) — and the Japanese are just as precise in their payments, he says. The general manager, Piers Cotton, says "We have learned that the Japanese mean what they say. If they want 2,000 on a specific day and we send 1,999, they immediately ring and ask for one to be sent by Red Star."

Attention to detail in Kenure is now as meticulous as that of the Japanese. It inspects tools immediately after use instead of finding that a tool is in need of repair when next wanted. Even labels are precisely positioned on the returnable boxes used for shipping parts.

It works with soft tools. This year Kenure will be using 40 major soft tools, all imported by its Japanese customers rather than made in Britain because of the domestic industry's reluctance to make them.

The photographs Williams took on his first visit were used

to de exactly what the Japanese are good at: copying and improving, although Kenure could not mechanise handling to the same extent because of their greater variety and smaller production runs.

Products are batched together, as the Japanese do, which itself helps reduce both the numbers of changeovers and the actual change-over time. Although Kenure has reduced tool and machine change-over times by adopting the Japanese "outside exchange of die" system, in which as much preparation as possible is done for a tool change while a machine continues moulding, it has not yet adopted "single minute change of die" and reduced change-over times to insignificant levels. Williams and his staff believe their present work and volume mix prevents them from completely emulating everything the Japanese do but they are keeping their options open.

Williams is equally emphatic about why the Japanese succeed: "it stems from management and comes from the top."

He tells of the occasion when Kenure was having problems with a moulding because of a faulty tool supplied from Japan. The Japanese managing director visited Feltham and actually worked on the night shift himself, with a Japanese colleague, inspecting each item off the press to select good ones to keep the production line supplied. Such dedication is infectious; it has certainly had a lasting impression on Kenure's management and staff.

Learning from the Japanese by working with them. Visiting Japan to see what they do — and why — and then doing the same or better explains why Kenure has succeeded where others have failed. Other companies have been complacent or defeatist about Japanese competition — Kenure went to look for itself. It is an approach many more managements and companies need to adopt.

The author is a management and training consultant specialising in Japanese management and methods. He is also a non-executive director of two UK electronics companies.

## How a bunch of Texans found the Eastern Holy Grail

Jurek Martin on Lone Star Manufacturing's summer pilgrimage

TEXAS, otherwise known as the Lone Star State, is famous for its unique brand of rugged individualism. Japan, on the other hand, has a reputation for conformity and, in corporate affairs, even regimentation. Yet one company from Texas, bearing the name of Lone Star Manufacturing no less, appears to have come to the conclusion that, in management, oil and water can be made to mix.

Pursuit of the management Holy Grail, which is currently believed to be residing in Japan, is now a fully fledged international activity. In recent years the merits and exportability of Japanese techniques in quality control, "just in time" inventory adjustment and even company songs and uniforms have been thoroughly debated, often inconclusively. But Lone Star is starting to turn

debate into action.

This Fort Worth-based company, with annual sales worth \$110m, and with 1,000 employees specialises in car air conditioners. Its principal customer, taking 90 per cent of output, is Mazda, the U.S. sales subsidiary of Toyo Kogyo, for its cars sold in North America. The Mazda connection is 10 years old and this shares the relative longevity which Japanese companies value so highly. Perhaps because of this, Mazda was clearly instrumental in nudging Lone Star into improving its production techniques.

But even Mazda may have been surprised by the enthusiasm with which Lone Star responded — although, of course, there is nothing like a severe recession to excite any management into serious examination of ways to cut

costs. What started two years ago with the simple secondment of five Mazda engineers to help improve Lone Star's quality control had escalated this summer to the point where a dozen senior American managers, drawn from every department except finance, spent two weeks in Japan looking not only at how Toyo Kogyo does it but at how Toyo Kogyo's suppliers do it as well.

It was, according to John Wasilchak, Lone Star's president, a well prepared excursion. Having decided to go the whole hog and despatch a big management team, Lone Star brought down to Fort Worth a leading U.S. expert in quality control from the University of Nebraska. It set up an in-house library of both technical and general material and ran seminars. It

then set out for Japan to try and translate the theories it had absorbed into practical terms.

The lessons gleaned, according to Shiv Mehta, vice-president for planning and administration and a member of the team, were both philosophical and practical and short and long term. "We learned a lot about visual displays" of production processes on the shopfloor, he said, which could be easily and cheaply put into effect in Fort Worth.

The same applied to the use of space. Toyo Kogyo divided the U.S. party into teams in a simple competition in which the goal was to assemble an ordinary flashlight; the whole exercise was videotaped for the purpose of showing the Americans the inefficiencies of how they had gone about

the job. U.S. shopfloors, Mehta noted, tend to be more spacious but less effective in the use of people in a given space. Again he expected that it would be simple to institute changes without investing in extra equipment or automation.

Over the longer haul, both Wasilchak and Mehta agreed that the greatest gains could be achieved by increasing worker involvement in the production process. Lone Star had made a Japanese small start in this direction earlier this year by reassigning its 60 quality control inspectors to production line jobs, simultaneously building in and spreading out the quality control load.

Both agreed that more needed to be done to enhance the truly Japanese sense of worker participation in the

end product. Education, training and other company programmes could, and would, help, Wasilchak said, but both he and Mehta doubted that the regimentation they had observed at first hand in Japan could be implemented lock, stock and barrel at Fort Worth.

Mehta added that he thought that Japanese regimentation existed mostly in execution (i.e. actual production) and was not necessarily achieved at the expense of innovation in design. Thus a mix of the two should not be beyond Lone Star's capabilities.

Nor was the Lone Star team overawed by Japanese technology. Gary Lillard, vice-president, air conditioning systems manufacturing, allowed that he might have been if the visit had been confined just to super-automated facilities, such as

Toyo Kogyo's new Hofa factory or Nippondenso's air conditioning operation at Aichi but other Toyo Kogyo suppliers he saw were not necessarily more advanced than Lone Star's.

There was, however, some general admiration for the closely-meshed supply network in Japan. Wasilchak maintained that Lone Star was making steps to establish a better, more efficient relationship with its suppliers — through periodically auditing shipments received rather than checking each delivery, for example. One Dallas supplier, he said, was even considering a plant relocation closer to Lone Star's factory but the Confucian values that Japanese businesses place on long-standing, harmonious relations with client companies may not easily be reconstructed in Texas — or by

any foreign company seeking a supplier's niche in the Japanese market.

From a practical standpoint, the Lone Star team has gone back to Texas to produce what Mehta described as "a two-level White Paper" — one for the company as a whole and one for individual departments and managers, both with short and long-range features and with provision for frequent updating. They do so with obvious confidence — and enthusiasm — but, oddly enough, more with the sense of having rediscovered the wheel than having unearthed a new elixir. The Japanese, Mehta and Wasilchak both suggested, have become expert at a lot of the management techniques at which the U.S. used to excel before somehow it lost its way.

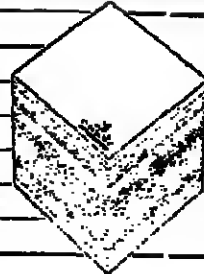
Without this we'd be just another run-of-the-mill business stationery.



Prestigious business stationery doesn't grow on trees. It starts life in a cottonfield. Where we get the cotton to give our paper a unique style and finish. Run your fingers over Conqueror's laid lines and you'll see why we've upheld this tradition since 1888. Battle it. That sharp crispness will ensure that your letters arrive in the same pristine condition they were sent in.

WIGGINS  
TEAPE

Hold a piece to the light. That prestigious watermark is centred on every sheet. Look at our range. 17 colours. Wove and laid in seven weights. Board in two weights. Matching envelopes and Tipp-Ex correction products. You'll find it's the largest of any business stationery. Send off the coupon for your free Conqueror desk top jotter and sample folder. And you'll see why we're anything but run-of-the-mill.



To: Wiggins Teape (UK) PLC, Conqueror Division, PO Box 88, Basingstoke RG21 2EP. Please send me the free desk-top jotter and samples of Conqueror quality stationery paper. Name: Position: Company: Address:



FT/4

THE CONQUEROR AND MORELAPAR VITUM IS A TRADE MARK OF WIGGINS TEAPE LTD



## UK NEWS

### Noise bill could be £1bn says CBI

By John Lloyd, Industrial Editor

THE CBI has warned that the cost to industry of compliance with noise regulations proposed by the European Community could be £1bn - twice that of complying with existing UK practice.

The EEC's proposal to harmonise occupational noise control in member states, first published in November 1982, calls for a cut in noise levels in plants to 85 decibels, half the noise intensity of 90 decibel levels common to most European states.

A CBI document, "Protecting hearing at work," says "there is no evidence from industry that groups of workers who are continuously exposed to levels of between 85 and 90 decibels suffer substantial hearing loss."

It claims that a chemical plant employing 100 men would need £1.5m to meet British noise regulations, but £3.5m for the EEC proposals.

A paper-making group's estimates were: UK £2.5m, EEC £7.1m. Safeguarding 38,000 steelworkers would cost £55m to meet UK rules, £145m for the EEC plans.

The CBI says these proposals "further endanger the viability of particular manufacturing processes or of whole companies, with adverse implications for employment at a time when industry is still seriously affected by the current recession."

It wants the standard based on 90 decibels, "in spite of the considerable costs that will be incurred by industry throughout the Community to meet this level."

This is the second set of EEC proposals strongly opposed by the CBI. It has come out heavily against the forthcoming European legislation on industrial democracy.

"Protecting hearing at work," CBI Centre Point, 103 New Oxford Street, London WC1A 1DU; £5.

### BIG ADVANCE CLAIMED IN YARN TECHNOLOGY

## ICI launches new fibre

BY ANTHONY MORETON, TEXTILES CORRESPONDENT

FIVE WEEKS ago, in the unlikely surroundings of the Holiday Inn in Leicester, ICI Fibres launched a new fibre which it believes will take the company, and eventually the industry, into the 21st century.

A day later at a sports exhibition in Munich, Germany was given its first look at Tactel. The immediate response, according to John Lister, ICI Fibres' chairman, was "most encouraging. We picked up some very good orders."

His subordinates were more ecstatic. Mr Scott Davidson, sales and marketing manager, said: "This is the most exciting thing that has happened to ICI Fibres for years. We have stolen a big lead on our competitors and the new fibre has motivated all our people at Harrogate, where it was developed over the past three years."

Mr Davidson's enthusiasm pervades not only Harrogate, the division's headquarters, but also Pontypool, in South Wales, and Oestridge, near Heidelberg, where Tactel is to be produced.

The reason is that in Tactel, ICI Fibres believes that it has a product

which will sell in volume and provide adequate margins to produce at profitable prices.

The more ecstatic managers believe that Tactel will even replace polyester, developed in this country after the Second World War and now the big work-horse fibre for the world's man-made-fibre industries.

Tactel is a new family of polyamides aimed at the clothing market. In laymen's terms, it is part of the nylon family and technically quite distinct from polyester.

One vitally important attribute is that it has the appearance and aesthetics of cotton or polyester rather than nylon and allows, for the first time, a fibre which, according to Mr Lister, "combines a variety of natural aesthetics with the proven versatility, superb performance and easy care of polyamide."

What this means is that Tactel has the versatility of nylon built in with the easy care and attractive look of polyesters.

Since polyesters came on the scene in a big way some 20 years ago, often combined with cotton as poly-cotton - in shirts, sheets and

towels, for instance - nylon has gone into a decline in many areas.

"People have tended to write off nylon," says Mr Lister, "but it still has superb qualities in, for instance, hosiery, lingerie and carpets." The trouble is that for many people brought up in the drip-dry era of the 1950s it was the fibre which, when woven into cloth and made into shirts, produced clothes that were memorable for their sweatiness.

Consumer reaction sank even further when the far eastern producers in countries such as Taiwan, Macao and South Korea swamped the West with a wide range of clothes such as flimsy anoraks which quickly met disapproval among buyers.

Initially, Tactel yarn is being sold to a selected group of weavers in European countries - two in the UK and one each in Belgium, Finland, Portugal, France, Norway, Switzerland and Italy.

The first clothes to be made from Tactel-woven yarns should be in the shops in the autumn of next year.

### Policy research centre set up

BY ANTHONY HARRIS

A NEW Centre for Economic Policy Research, to promote new work on policy issues in British and foreign universities and institutes, has been set up in London.

Its Board of Governors includes Sir Douglas Wass, who recently retired as Permanent Secretary to the Treasury, and its financial backers include the Bank of England, the Social Science Research Council, and major charitable foundations.

Morgan Grenfell, the merchant bankers, and the Financial Times have also contributed.

The Centre is the first body of its kind in the UK, acting as a research entrepreneur rather than an in-house institute.

The National Bureau of Economic Research works on similar lines in the U.S.

The Centre, which will also be available as a "think-tank" on international issues for industry and government.

The Centre will not take sides, and hopes to promote open debate with rival views fully represented.

The work of the Centre, which will share some facilities with the Royal Institute for International Affairs at Chatham House, will concentrate initially on four major programmes.

The one on international macro-economics will cover the interactions of national policies, possible policy-coordination, and some of the stresses arising from uncoordinated policies.

A second programme will sponsor international discussion of problems facing nearly all Western gov-

ernments - the ageing of the population and its implications for public spending; technological change, employment and training; and education and health programmes, in relation to economic efficiency.

A third will throw light on national forecasting and policy issues - from taxation, to the determinants and results of investment, and the use of economic models. A fourth will concentrate on trade theory and issues like protectionism.

They will also stress quick publication of discussion papers and research results, for international distribution.

The Board has appointed as its first Director, Professor Richard Portes, a young American economist who has worked for some years in the UK.

**The Advertising Standards Authority.**  
**If an advertisement is wrong, we're here to put it right.**  
ASA Ltd, Brook House, Torrington Place, London WC1E 7HN.

# RRC. Worth keeping your eye on.



Schools, hotels and offices throughout the country are discovering the benefits of buying or contract renting innovative, high technology equipment from RRC, part of Britain's No.1 television and video rental company.

Whatever we supply you with, from colour television receivers and dedicated viewdata terminals, to all the accessories you need to go with our superb VHS video recorders and cameras, RRC gives you the same triple promise - quick and efficient installation, competitive prices, and unequalled service facilities. In fact, backed by more than 650 Service Centres in the U.K., the RRC service is truly national.

Bearing all that in mind, you'd better watch out for us in 1984.

**RRC Radio Rentals Contracts Ltd.**  
Worth keeping your eye on

Radio Rentals Contracts Ltd., Astronaut House, Hounslow Road, Feltham, Middlesex TW14 9AD Telephone: 01-844 1000 for more information.

22,300 miles above the earth in geostationary orbit is something no one would once have dreamt possible. A post box in space where time is measured in milliseconds. Through it you can send facsimile pictures or plans. Contracts or letters.

In two minutes your Intelpost transmission can be on the ground in New York, Hong Kong and many other major business centres, continents away. You can carry out transactions in a fraction of the time it once took to even do business at home. Innovations like Intelpost, Electronic Post for mass mailings, phosphor dotted post coding for faster mail sorting are just a few of the ways the Post Office is meeting the growing postal needs of business everywhere - reliably and efficiently. It's all part of today's Post Office. In business to serve you better - today and tomorrow.

**Our new post box can speed  
your business mail across the world  
in two minutes.**

For further information on Post Office Services please write to Dept FT/5/2 FREEPOST, Room 127, 22-25 Finsbury Square, London EC2B 2QQ.

**The  
Post  
Office**

In business to serve you





With Sabena's transatlantic Business Class you can choose the seat you prefer when you book: a new, extra-comfortable seat with more space around it to give you room to stretch in a separate cabin, up-front, close to First Class. Extra attentive staff tempt you with free drinks and a choice of fine cuisine served on real china. Your favourite magazine, a comforting hot towel, a little music through new, hi-fi earphones? A lot of pleasant details with one-sensible object, to ensure that you arrive feeling relaxed, rested and ready to go.



...and your travel agent or Sabena office has all the details about Sabena's worldwide network...

**SABENA**  
BELGIAN AIRLINES

**Tanindrazana — Tolom-Piavotana — Fahafahana**  
**Présidence de la République**  
**Office Militaire National**  
**pour les Industries Stratégiques**

research for the old, or help our old  
household. Every £ achieves a great  
deal for the old. Please let us know  
the name you wish to commemorate.  
Send to: The Hon. Treasurer, The Rt.  
Hon. Lord Maybray-King, Help the  
Aged, Room FT44, 32 Dover Street,  
London W1A 1AA.



Financial Times Conferences

**WORLD BANKING IN 1984**  
London 6, 7 and 8 December, 1983

The Opening Address at this year's annual World Banking conference will be given by Sir Jeremy Morse, KCMG, Chairman, Lloyds Bank plc. Under the chairmanship of Mr S. M. Yassinovich, Deputy Chairman, European Banking Company Ltd and Mr Minos A. Zombanakis, Chairman, INA Universal Corporation, the conference will also feature papers by M Valery Giscard d'Estaing, Former President of France, The Hon William V. Roth, United States Senator, Governor Henry Wallich, Member of the Board of Governors, Federal Reserve System, Mr William R. Rhodes, Senior Vice-President, Citibank NA, Dr Carlos G. Langoni, Former President, Banco Central do Brasil, Mr Francis X. Stankard, Executive Vice-President, International Banking Sector, The Chase Manhattan Bank NA and The Rt Hon Lord Lever of Manchester.

**BANKING AND ELECTRONIC TECHNOLOGY**  
London, 26 and 27 October, 1983

The French and American experience of electronic funds transfer at the point of sale, electronic corporate cash management, and self-service banking are some of the issues to be discussed at this top-level meeting.

Mr R. A. Mc Barnett, IBM United Kingdom Limited, Mr R. Barone, Diebold Inc, Mr M. Urkowitz, The Chase Manhattan Bank NA, Mr A. Richter, Verbraucherbank AG, and Mr G. J. L. Webster of the Nottingham Building Society will be among the speakers taking part.

**COMPETITION, MERGERS, ACQUISITIONS, BUYOUTS AND PUBLIC POLICY**  
London, 20 and 21 October, 1983

This conference analyses one of the most controversial topics of the day—competition policy. It will feature papers by Mr Alexander Fletcher, Parliamentary Under-Secretary of State for Corporate and Consumer Affairs, Sir Godfrey Le Quesne, Chairman, Monopolies and Mergers Commission, Mr John Chad, Chairman, SEC, and Mr Bruce Wasserstein, Managing Director, Mergers and Acquisitions Section, The First Boston Corporation, New York.

All enquiries should be addressed to:  
The Financial Times Limited  
Conference Organisation  
Minster House, Arthur Street  
London EC4R 9AX

Tel: 01-621 1355 (24-hour answering service)  
Telex: 27347 FTCONF G Cables: FINCONF LONDON

**FINANCIAL TIMES FILM SERVICE**

20 Supersize prints for £2.25

Now 30% Bigger Than Ordinary Enprints

**TOP QUALITY**

All prints will be borderless, Supersize Superprints, round cornered and hi-definition sheer.

**FAST SERVICE**

On receipt of the films at the laboratory, all Kodacolor II 110, 126 & 35mm films will be processed in 48 hours. Other film makes and reprints can be processed but are not covered by the 48 hour guarantee and so take longer.

Please allow for variations in the postal service and the fact that there is no weekend working in the laboratory. Films should be returned in approximately 7-10 days.

Reprint prices are available on request. We do not accept C22, sub miniature, Minolta or black and white film.

**COMPETITIVE PRICE**

Developing, postage and packing at 85p per film plus a printing charge of 7p per print.

Prints are returned by first class post to your home, and full credit is given for negatives that are not technically printable.

No. of exposures	FTPS Price
12	£1.69
15	£1.90
20	£2.25
24	£2.55
36	£3.57

**COLOUR PRINT FILM**

Top quality 24 exposure colour print film only £1.25 available in 110, 126 and 135 sizes.

Complete the coupon below and post to: Financial Times Film Service, PO Box 45, Taplow, Maidenhead, Berks SL6 0AQ. Telephone: 0734 587959.

Note: While the utmost care is exercised to ensure the safety of films delivered, we regret that no liability can be accepted for any losses resulting from the loss or damage to any films.

Registered Office: 5 Midwells Park Drive, Maidenhead, Berks.

Please enclose cheque (P.O. made payable to "Financial Times Film Service") and post with film and coupon in a strong envelope to:

Financial Times Film Service, P.O. Box 45, Taplow, Maidenhead, Berks SL6 0AQ.

Film type	No. Req'd.
110/24	
126/24	
135/24	

If colour print film required please indicate quantity and add cost to order

☐ If Ordinary Enprints required please tick box

NAME

ADDRESS

This offer is only applicable to readers of the Financial Times within the UK. We process on the basis that the film value does not exceed material cost and our liability is therefore limited to that amount. Offer valid to 31.12.83. Minimum charge 85p. Registered in England No. 1007290.



Boeing's 737: front runner for BCal's order

**BCal likely to choose new Boeing**

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

THE BOARD of British Caledonian, the independent airline, is due to meet today to take a final decision on a £100m order for up to six new short-to-medium-range jet aircraft, to replace its ageing One-Eleven jet airliners by late 1985.

It has three choices — the new advanced version of the Boeing 737, the Series 300; a new 140-seat derivative of the McDonnell Douglas DC-9 jet, the MD-90; or the 150-seat A-320 from Airbus Industrie, the West European manufacturing consortium.

There has been much speculation that the Airbus is the front runner, but it seems unlikely that BCal will settle for it—at least yet. This is because the A-320 has not been formally launched yet, and will not be available for service until 1988, or even later.

BCal needs its new aircraft much earlier than that. Its existing fleet of 12 One-Elevens has been in service for nearly 20 years — and is becoming increasingly expensive to maintain and fly because of steep fuel price rises.

More significantly, they will be unacceptable environmentally by late 1985, when new government noise regulations become effective in the UK, followed shortly by equally stringent rules throughout much of the rest of Western Europe.

The airline is thus in the same position as its rival, British Airways, found itself earlier this summer. BA needs to shed its extensive Trident fleet by 1985, and has opted for more Boeing 737s because they were readily available.

BA rejected the A-320 at this stage, but kept its options open for when it becomes available in the late 1980s.

BCal seems likely to follow suit and choose the Boeing 737-300. This is because it is already under development, and will be available from late 1984. The McDonnell Douglas entry, however, will not be available until 1986, while the Airbus A-320 cannot possibly emerge before 1988.

The Boeing would appear the logical choice, therefore. BCal may decide against an outright purchase, however, and opt for a short-term lease, as did BA with a view to keeping its options open for an eventual purchase of the Airbus

**PEACE FORMULA REACHED IN SIX-WEEK STRIKE**

**Ford car output set to resume**

FINANCIAL TIMES REPORTER

THE OFFICIAL six-week strike of 200 long-distance car delivery drivers employed at the Silcock and Colling depot in Liverpool is expected to be called off today, enabling the Ford Motor Company to resume car production at its nearby Halewood factory. The drivers, who deliver half the cars produced at Halewood, have been called to a mass meeting in Liverpool this morning.

Shop stewards will recommend acceptance of a 15-point formula worked out during nine hours of talks with the management and Acaas, the conciliation service, at the weekend.

A Ford spokesman at Halewood said yesterday that if the recommendation was accepted, the 4,000 hourly-paid production workers laid off since Thursday of last week

would be recalled from the first shift tomorrow.

Production will then re-start on the Escort and Orion assembly lines. Ford's main problem will remain the movement of the 12,500 cars worth £90m which have been stockpiled during the dispute. This is expected to take several weeks.

The strike began when the shop stewards claimed that Silcock and Colling refused to abide by normal dispute procedures over threatened redundancies. The dispute spread to involve the maintenance of long distance transporters by outside contractors, and the terms for the dispersal of the stockpile.

The Escort, the best-selling car in Britain, is also among the least reliable models, according to the 1983 car buying guide of the UK

consumer magazine, Which? Kenneth Gooding writes.

Other models listed by the guide as being "the worst" for reliability were the Alfa Romeo, Austin Ambassador/Princess, Austin Maxi, Citroen 2CV/Dyane, Fiat 127, Fiat Mirafiori, Fiat Ritmo, Ford Cortina 1600, Morris 1100/Marina, Peugeot 505, Renault 13, Renault 14, Rover, Talbot Alpine/Solara.

Cars which spent more days off the road — which might have been caused by a shortage of spare parts rather than problems with the model itself — were Audi 100, Citroen CX, Ford Granada, Jaguar, Renault 20/30 and the Triumph Dolomite 1600/Sprint.

Which? sent forms to 45,000 Consumers' Association members and 25,000 replies were received.

**Losses mount for insurers in fight for motor premiums**

BY ERIC SHORT

COMPETITION among insurance groups for private motor business in the UK has intensified over the past three years.

Interim results this year from the leading UK insurance groups have spelled out clearly the effect of this competition — with underwriting losses on motor business soaring even though the weather this year has been favourable to motorists.

The main reason behind this competition lies in the current economic depression. There is no overall growth in the commercial insurance market so companies have been looking to expand their share of the private insurance market in order to secure premium growth that will at least match inflation and stop expense ratios getting out of hand.

Motor business offers a higher return on capital employed than other forms of personal insurance, such as household or travel. Premiums on each policy are much higher, and the companies have use of the

More UK news on Page 16

premiums and reserves for longer periods, and can take advantage of the high interest rates.

Companies are now harvesting the fruits of this competition — and they are turning out to be bitter. General Accident, the largest motor insurer in the UK, reported an underwriting loss of £11.4m on its UK motor account in the first six

months of this year, compared with a loss of £6.4m the first six months of 1982 — a period that experienced very severe winter weather.

Guardian Royal Exchange insurance, the UK's second largest motor insurer, not only reported underwriting losses soaring from £7m to £12m, but also a 4 per cent fall in premium income, the first decline for more than a decade. Other insurance companies referred to rising losses, though few gave actual figures.

These losses appear to be the price to be paid by the companies for trying to expand, or even to hold their market share. All companies report that the number of motor claims has risen significantly, especially in the second quarter of this year.

**What happens when you give a big customer too much credit?**

You could be buying sales at far too high a price. At the time, it may all seem perfectly normal and sensible. All bad debts were good debts once... or you would never have taken them on.

**What happens when that credit doubles in three years?**

On the statistics, your risk from other people's credit failure is probably twice what it was three years ago. Have any of your other business risks doubled in the last three years?

If they did, you'd check the insurance. Wouldn't you?

Send for the figures, as soon as you get to the office. Scribble a note on the margin, now, to remind you. Or tear out this advertisement.

**What happens when it reaches 40p in every £ of your current assets?**

40% is the average. In some companies it will be less. In others it will be more: the risk will be higher. It is the risk insurers call 'The Great Uncovered', because its sheer size is almost unbelievable at first. But it is true enough.

And the risk is real. Over 210 businesses fail every week that's one every ten minutes of a working day.

**What happens when you have a risk that big and don't insure it?**

When you give credit, it is like investing money in somebody else's business. The larger that investment is, the more you need to protect it. Credit insurance and *only* credit insurance is designed to do this.

When your credit gets too big, it absorbs money which you could use in your own business. It costs you expansion, opportunities, jobs. Credit insurance can help to correct this. It can tighten up your whole financial operation.

It can never make a bad business into a good one. But it can make an efficient business more efficient.

Last year, Trade Indemnity insured over £13 thousand million of business credit. This is the back-up you get, as a Trade Indemnity client.

Insure your credit with Trade Indemnity, and you can have a large, instantly liquid Bad Debt Reserve at known, tax-allowable cost; a second opinion, with millions of money behind it, on every credit risk; smoother cash-flow; easier access to new finance. Trade Indemnity take the big risk. You don't.

**Trade Indemnity Credit Insurance**  
TAKES THE RISK OUT OF CREDIT.

Take the first step here and now! Ask your broker: ring 01-739 4311 and talk to Charles McCartney; or send him this coupon straight away.

Trade Indemnity plc, Trade Indemnity House, 13-34 Great Eastern Street, LONDON EC2A 3AX.

Please tell me what kind of service you could offer to my business.

NAME (PRINTED)

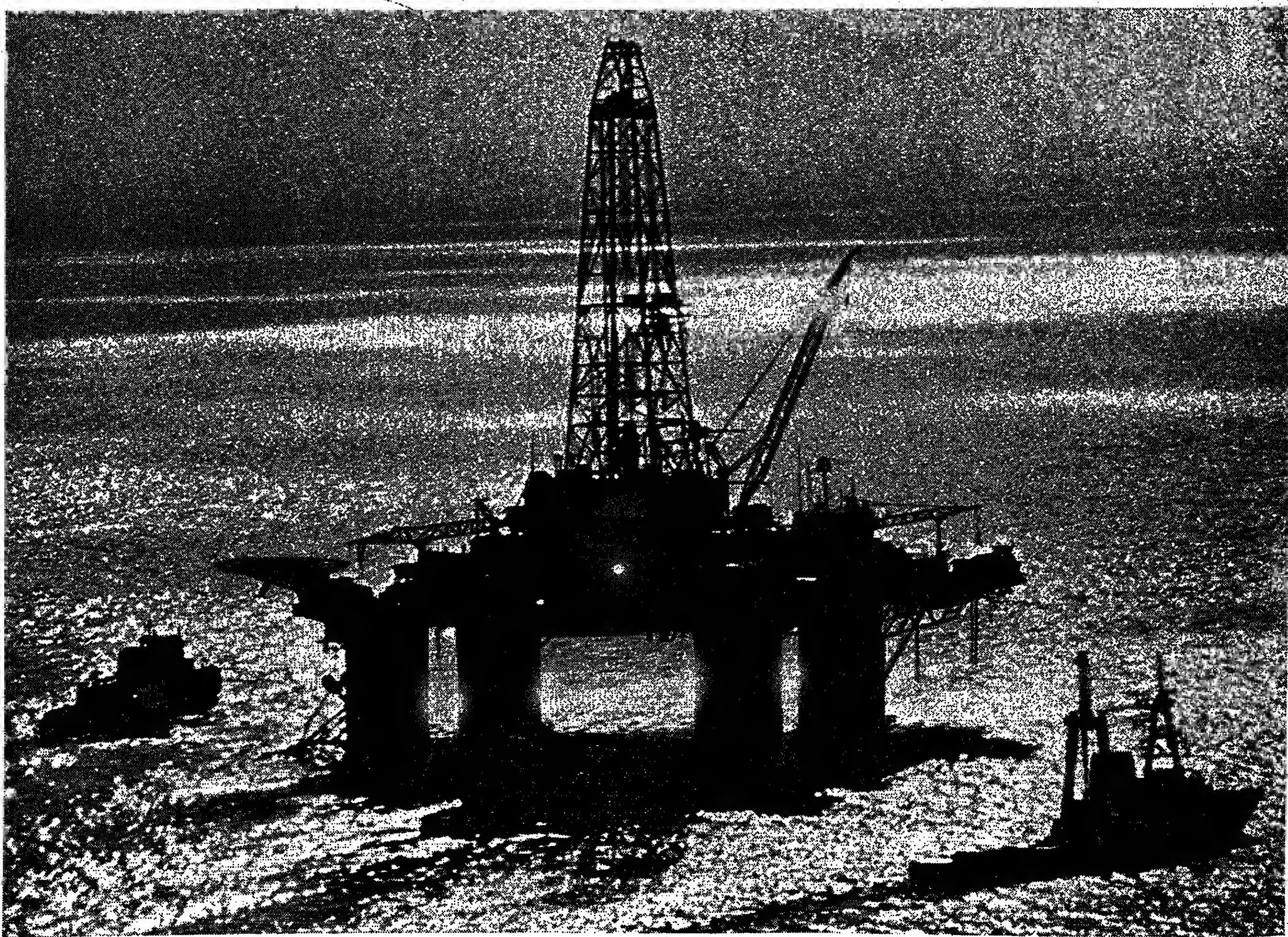
COMPANY

ADDRESS

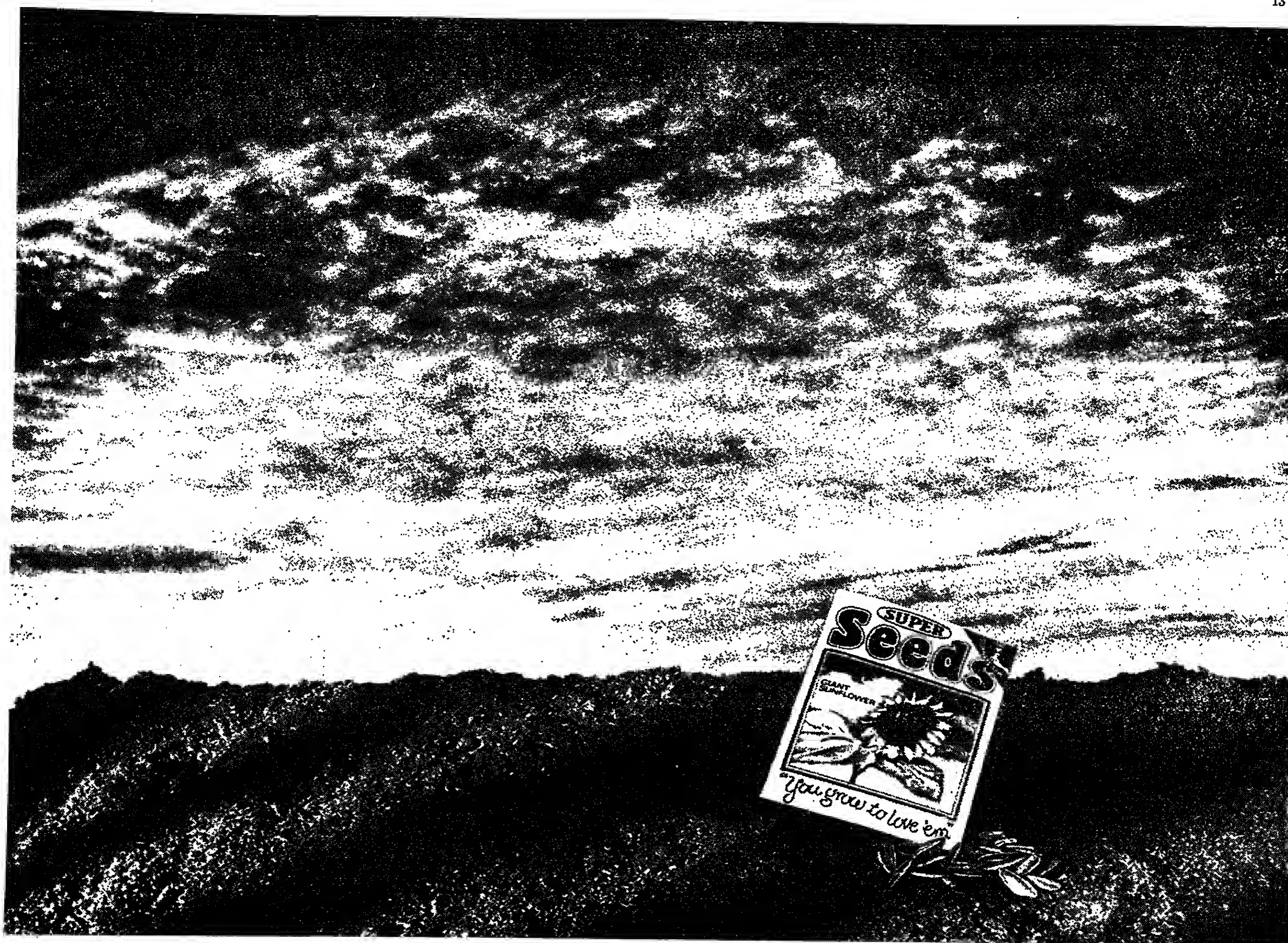
POSTCODE



**We're the first to  
admit your  
investment needs  
aren't going to  
be the same as the  
next man's.**







No other company is exactly like yours.

Even if it's the same size as yours and offers a similar product or service, there'll be differences.

In cash requirements, tax position and capital structure.

Your company is unique and so are its investment needs.

Yet how often have you come across a carbon copy approach to financing?

At 3i we treat each company to a blank sheet of paper and an open mind.

And before we'll make any suggestions we listen and learn.

To find out what's special about your company, how you've

fared so far and your plans for the future.

Only when we've a clear picture of you and your business do we offer advice and financial help.

And because of the depth of our understanding, it's help that's tailored to fit.

Of course, none of our skills were acquired overnight.

3i has helped more than 8,000 businesses during the past 37 years.

We've invested over £2.8 billion in every type of company from the smallest venture, through high technology, to the largest multinational.

And because of all this, in one way at least we're exactly like you.

Unique.





## TECHNOLOGY

HOW HERBICIDE RESISTANT PLANTS COULD BECOME A BILLION DOLLAR MARKET

## Race for the power plants hots up

BY STEPHANIE YANCHINSKI

WHILE PHARMACEUTICAL companies struggle to bring the first exotic biotechnology drugs to market in a glare of publicity, another largely unheralded group of scientists are poised to unveil a bonanza in another direction.

A small biotechnology company on the West Coast of the United States is leading a pack of companies, which includes chemical giants such as Monsanto, Ciba Geigy, and Dupont in a race to produce herbicide resistant plants using genetic engineering. The immediate commercial goal is to extend the "life" of profitable herbicides which soon will outlive their patents.

There is, however, another vein of gold to be mined in selling the herbicide resistant seeds. As pressure mounts to reduce the chemical load on the environment, and farmers adopt biological methods of pest and weed control, agricultural manufacturers enviously eye the billion dollar seed market for future profits. They view biotechnology as one sure way of improving their market share.

Calgene Inc., a company of about 40 professionals backed by Allied Chemicals and Continental Grain Company, recently isolated a gene which confers resistance to glyphosate. This is the major ingredient of "Roundup," the world's largest selling herbicide, now marketed by Monsanto.

Genes are the essential matter of life which control the activities of every living cell, and "genetic engineering" refers to the techniques by which genes are altered or even transferred from one animal or plant to another.

In this case, Calgene's scientists "zapped" bacteria, which the herbicide also normally kills, with chemicals and radiation, eventually producing a mutation resistant to glyphosate. They then isolated the mutated gene. This, they guess, slightly alters a single chemical in the cell which the herbicide normally attacks, so that the killer chemical no longer interferes with it.

But the prize achievement, which Calgene has not managed yet, is to insert this gene into valuable crops such as tobacco, soyas or cotton. Then farmers could more effectively kill weeds by spraying earlier and heavier without affecting sensitive

crops. Calgene claims to be within weeks or at most months of having the beginnings of such plants.

The herbicide industry is a high value-added industry, where technology is critical in determining the business outlook. The competitive positions of companies participating in this industry depend on the ability of their research and development activities to produce new, cost-effective and environmentally safe products.

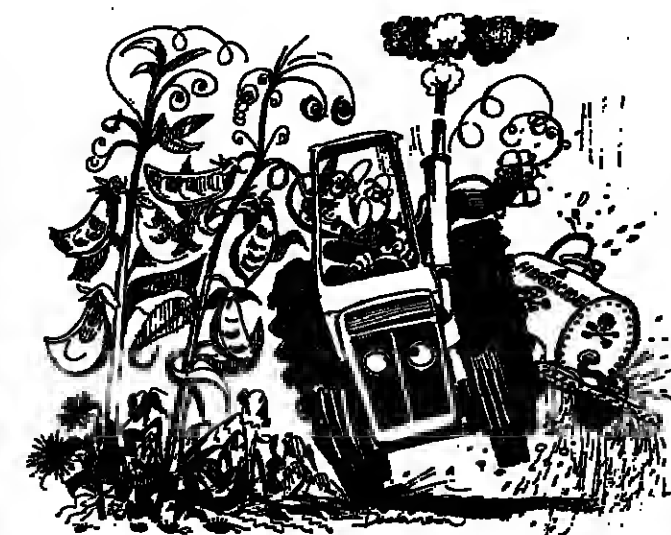
Monsanto and Dow and Dupont are spending an estimated US\$50m on researching new pesticides and herbicides, according to Smith Barney, Harris Upham and Company, a group of market analysts, and some foreign companies could be spending twice as much.

The potential rewards are enormous. Roundup earns around US\$400m a year and with one other herbicide accounts for 13 per cent of Monsanto's corporate sales. But such dependable "bread and butter" herbicides which earn such profits by protecting a large range of crops face increasing competition from the new, high activity herbicides which farmers apply in granules, not kilograms per hectare. This sidesteps the potential toxicity of the others, but at the same time lowers the earnings of the chemical manufacturers.

"We breed crops to be tolerant to the cheapest herbicide around and to develop chemicals to be safe to the most commonly used plant varieties."

Monsanto estimates that 12,000 compounds must be screened and between US\$25m and US\$30m must be expended to achieve full registration of a new herbicide under current environmental procedures. Often, the patent position of these herbicides is easily challenged, as in the case of Roundup, and this is especially true as the herbicide industry matures, and patents begin to run out.

So it is not surprising that many agrochemical companies are turning to other chemicals,



such as the new "plant growth regulators" with potential uses in controlling the time of harvest or to the selling of seeds.

What better marketing strategy could be devised than selling kits of herbicides and resistant seeds, thus enhancing the sales of one product by the other? However, environmentalist groups, such as the Brussels-based International Coalition for Development Action, see this marketing dream turning into a nightmare. They argue that genetic diversity—the natural pool of genes—in the major crops within the U.S. is already alarmingly small as big corporations take over plant breeding for profit. For example, six cotton varieties account for two-thirds of all the cotton acreage planted, and this pattern also applies to wheat, maize, and soyabean. Such inbred lines could be particularly vulnerable to disease or attack from pests. Breeding plants especially resistant to certain pesticides would further diminish the genetic pool from which to select new varieties, they argue.

David Padwa, chairman of Agrigenetics Corporation, a Colorado-based genetic engineering company also interested in agriculture, scoffs at these arguments, saying that "by using genetic engineering techniques we are always creating new varieties. Those who believe in this 'conspiracy of monoculture' do not realise

that by crossing the hybrid plants commercial companies keep in reserve we could create 10,000 new varieties. Breeders are testing over 60,000 new varieties of maize alone."

Nevertheless, breeding herbicide resistant plants is not a major thrust at Agrigenetics, because Padwa says such a project runs conceptually against what the company stands for. "We use genetic engineering to enhance the plant's own natural defences. We love the idea of displacing chemicals by genetics." He points to the fevered interest in allelopathic chemicals as the way companies are now headed. These are natural substances often released as gases by certain plant tissues to poison the seedlings of other competing weeds that fall nearby.

A separate problem concerns the release of these genetically engineered plants to the outside world. How will they upset the natural order of plant life? Little is known about plant biochemistry, so scientists cannot guarantee that these resistant genes will not be passed on to the weeds that glyphosate is meant to control.

Dr Ernie Jaworski, a distinguished science fellow with Monsanto's genetic engineering unit in St Louis, says "Weeds develop resistance to herbicides all the time, but we will take a lot of trouble before we release these plants into the environment."

Just how far away is Calgene from achieving their goal? It has isolated the gene from bacteria resistant to glyphosate. Now they plan to get this gene past the tough outer wall of the plant cell by hooking it up to the genes of an infective microbe which normally causes tumours in certain plants but is now so modified as to render it harmless.

Then the gene must be protected from degradative chemicals on its way to the nucleus, the home of the plant's own genes, in the centre of the cell. A complicated set of chemical signals attached by genetic engineering to the glyphosate gene will ensure all this goes according to plan.

Most importantly the gene must become an integral part of the plant cell's genetic material in order to work properly and to be passed on to future generations of daughter plants. This may require yet more sprints and this is only the start.

The herbicide industry is a high value-added industry where technology is critical to determining the business outlook.

Dr Robert Goodman, Calgene's vice-president of research and development, says he confidently expects to have genetically engineered tobacco cells "in tissue culture" soon. But admits it may take years to get these single cells floating in a soup of nutrients and minerals to develop into the complete and perhaps a decade before fully approved plants appear in the seed catalogues.

This strongly supports the opinion of Dr Daniel Wagner, senior vice-president in charge of Sandoz's seeds division and a trained agronomist, who says that the notion of developing kits of herbicides and tolerant seeds "is a bit of an illusion. We breed crops to be tolerant to the cheapest herbicide around, and develop chemicals to be safe to the most commonly used plant varieties. It is highly unlikely, given the way hazardous research usually works, that the two would be developed together."

## BIOTECHNOLOGY IN FARMING

## The tumours that save calves' lives

BY ALAN CANE

DR FRANKLIN PASS, president of Molecular Genetics, twinkles as he asserts: "I want to play business." He is a refreshingly different figure in a world dominated by small biotechnology companies run by high-powered academics with a different attitude to the market place.

A physician by training—he specialised in cancers and other disorders of the skin, Dr Pass and his company have avoided the area of human ailments, where most of the excitement in biotechnology lies, to concentrate on agricultural products.

The company's first major product, a preparation which can be given orally to newborn calves to treat scours, a potentially lethal diarrhoea, is already in use in Canada and will soon be introduced in the UK.

Called Geneol, the preparation is a monoclonal antibody, an example of the purest kind of a genetically engineered drug. In fact, the present success of Geneol, Molecular Genetics believes it is the largest

ignores a problem until he has it."

The cost of scours to the animal husbandry business is grievous; of the 53m calves born in the U.S. last year 12-15 per cent contracted scours and 30 per cent of those sick animals died.

There are vaccines against scours, but Dr Pass claims his company's introduction of Geneol has ushered in a new era of specific disease prevention.

He expects Geneol to do well in Europe—he is tying up a licensing agreement with a European pharmaceutical manufacturer as yet unnamed at present—where the value of animals is higher than in the U.S.

Molecular Genetics has some interest in the more fashionable areas of biomedical research—it is carrying out a programme of research into the various forms of human Herpes virus, for example, but the company is dedicated to agriculture.

"The cost of scours to the animal husbandry business is grievous"

producer of monoclonal antibodies in the world.

Monoclonal antibodies are a way of turning cancer to Man's advantage. Antibodies against all sorts of invasive organisms—that causing scours, for example an extremely common bacteria called *Escherichia coli*, can be raised by injecting the appropriate antigen into mice.

But how to sort the antibody from the biochemical broth that results from such treatment. The answer is to fuse cells from the mice with cancer cells to form what is called a hybridoma—it grows rapidly in the right conditions as is the property of cancerous growth and it produces pure antibody at the rate of about 1,000 molecules a second.

So the cancer cells have been subverted to the useful task of manufacturing antibody. Molecular Genetics have refined this UK-invented technique to produce scours antibodies in substantial quantities.

In Canada, a single dose—one and one is all that is needed for a sick animal—costs about US\$10. "The farmer is a risk-taker," Dr Pass comments, "he

the company, now around 110 strong, specialised in the three chief techniques used by genetic engineers: recombinant DNA, monoclonal antibodies and plant tissue culture.

Started by Dr Pass in 1979 in conjunction with Dr Anthony Faras, then a microbiologist at the University of Minnesota, the chief target area is beef and corn. There is a substantial programme of work directed at finding ways of reducing the cost of corn production and raising the quality of the product—perhaps by inducing herbicide resistance (see accompanying article).

Many bioengineering companies see themselves purely as research and development organisations with the emphasis on research—they look for higher companies anxious to take licences on their products and market them. Molecular Genetics, however, is marketing driven with its own sales team.

Like most of its competitors it is still running at a loss—but it had substantial cash reserves and the Martin Marietta Corporation is a major shareholder.

**Atlas Copco**  
Compressed Air Technology  
Profit from our experience  
Hansel Harmsen  
0442 61201

Instruments  
Micro rules recorders

A FURTHER PROOF—if any is needed—of the value of applying the microprocessor to self-contained instruments comes from Brown Boveri, Zurich, where what is believed to be the first circular chart recorder "managed" by a micro has just been launched.

Made by Kent Industrial Measurements in St Neots, the P105M somewhat changes the position for these recorders. Previously, things like measuring ranges, linearisation, set points and chart speeds had to be specified by the customer. Now users will specify a perfectly standard volume-produced recorder and then program the instrument in a few seconds to exactly match the application.

This approach has completely eliminated the use of range cards and mechanical feedback slides since all the major functions including pen drive, life and referencing are now controlled by the micro.

Apart from the flexibility of microprocessors, the accuracy and reliability of the new recorder are higher than in previous generations because there are fewer interconnections and moving parts. Similarly, routine maintenance needs are minimal and since the same instrument can now be used for many different applications on the same site, spare stockholdings can be reduced.

There are only five function buttons that are pressed according to a sequence on an eight digit liquid crystal display, two of which are "up" and "down" buttons for increasing or decreasing whatever value (set points, range, speed, etc) is currently on the LCD.

The recorder, which can have one, two or three pens, will deal with inputs from a wide range of transducers.

Price of the P105M is from £349 (single pen). More details on 0498 75321.

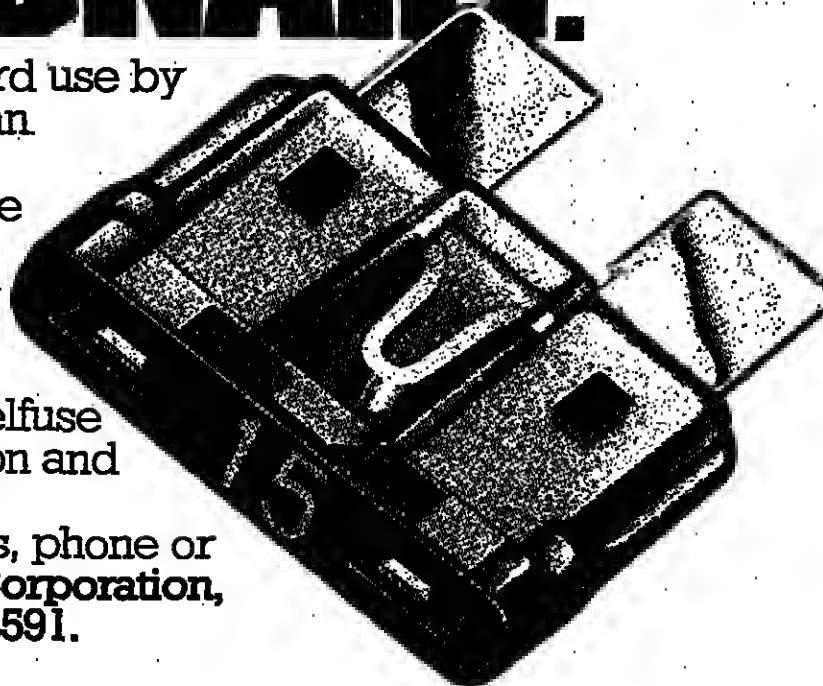
GEORGE CHARLISH

WASHINGTON.  
REVOLUTIONARY.

The revolutionary 'Autofuse' is now in standard use by virtually every car-maker in the world. And the European market for this unique product is supplied direct from Washington by manufacturers Littelfuse Olvis. One of the first organisations to receive a Complete Relocation Package from Washington Development Corporation—a specially prepared package which included comprehensive information on schools, transport, housing, recreation, the arts and workforce in Washington—Littelfuse has since been assisted through four phases of expansion and relocation within the area.

If you want to take the sure-fire road to success, phone or write to Norman Batchelor, Washington Development Corporation, Usworth Hall, Washington, Tyne & Wear. Tel: (091) 416 3591. Telex: 537210 DC WASH G.

**Washington. In a word, success!**



The clear voice in telecommunications  
FERRANTI GTE  
St Mary's Road, Macclesfield, Cheshire SK10 2NS  
Tel: 0447 442 4000, Telex: 647935  
110 Piccadilly, London W1A 12DQ  
Tel: 01-387 9771, Telex: 265104

## "Money matters"

A SERIES OF SEMINARS  
DESIGNED TO INFORM AND ADVISE BRITONS  
LIVING AND WORKING ABROAD

You are invited to attend at the following locations:  
All seminars start at 6.30 p.m.

9 October Muscat, at Al Falaj Hotel	17 October Dhahran, at International Hotel
12 October Dubai, at International Trade Centre	19 October Riyadh, at Riyadh Palace Hotel
13 October Abu Dhabi, at Sheraton Hotel	22 October Jeddah, at Meridien Hotel
15 October Bahrain, at Diplomat Hotel	24 October Kuwait, at Sheraton Hotel

If you would like more information on Lloyd's Bank services for expatriates or the magazine "Resident Abroad" please tick the appropriate box and return it to Paul Holmes, Manager (International Trust), Lloyd's Bank Plc, West End Trust Branch, 16 St. James's Street, London SW1A 1ET, England.

☐ Lloyd's Bank services for expatriates ☐ Resident Abroad magazine

Name \_\_\_\_\_  
Address \_\_\_\_\_



Lloyd's Bank Plc, 71 Lombard Street, London EC3A 3BB  
FT10/10

Thinking about FMS?  
(FLEXIBLE MANUFACTURING SYSTEMS)  
Send for details of new PERA course  
'Automated Batch Production of Machined Components' which gives an introduction to FMS  
Come to an understanding with PERA TRAINING  
Production Engineering Research Association  
MELTON MOWBRAY LEICESTERSHIRE LE13 0PB  
Tel: (0534) 84133 Ext 329 or 380

WE, THE LIMBLESS, LOOK TO YOU FOR HELP  
We come from both world wars. We come from Korea, Kenya, Malaya, Aden, Cyprus, Ulster and from the Falklands. Now, disabled, we must look to you for help. Please help by helping our Association. BLESMA looks after the limbless from all the Services. It helps to overcome the shock of losing arms, or legs or an eye. And, for the severely handicapped, it provides Residential Homes where they can live in peace and dignity. Help the disabled by helping BLESMA. We promise you that not one penny of your donation will be wasted.  
Give to those who gave—please  
**BLESMA**  
BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION

REMEMBER THE NAME.  
REMEMBER THE NUMBER.  
FOR CENTRAL RESERVATIONS CALL  
(0203) 77223  
British Car Rental  
AROUND 90 LOCATIONS COUNTRYWIDE



## BUILDING AND CIVIL ENGINEERING

## FEES CONTROVERSY

## Engineers resist competition

BRITAIN'S consulting engineers are preparing to resist renewed attempts by government departments to insist on price competition between partnerships over fees.

The Association of Consulting Engineers, whose 1,200 members represent the great majority of the profession, fears that the Commons' public accounts committee is set to apply further pressure on ministers.

It is also understood that the Property Services Agency, the Government's building and property arm, and the Department of Health and Social Services, which shortly require engineers to submit fee costs with design plans—a move which would breach ACE rules.

In a bid to halt such development, the engineers are preparing to put their case for a partial review of procedures to the Government. The ACE strategy parallels similar action by FIDIC, the international consulting engineers' body, which has headed off attempts by the World Bank to introduce competition on bids for development aid-backed engineering projects.

U.S. engineers have also been successful in defeating legislation aimed at enforce-

ing price competitive bids for all public sector building work.

The price competition issue first emerged in Britain in 1976 when a Monopolies Commission Report identified restrictive practices in several professions. A further 1977 study of architects' practices led to a compromise agreement in 1982 when the Royal Institute of British Architects accepted rule changes ending mandatory fee scales and substituting "recommended only" charges.

The ACE case rests on the need for engineers to be selected primarily on the basis of their suitability to perform the required task. If open competition were the norm, the ACE argues, partnerships would be tempted to speed the design process, reduce standards and use lower calibre staff.

The Association also points out that the difficulty in developing a project's requirements in detail, and the tendency of clients to alter their plans while work is in progress, make accurate calculation almost impossible.

The engineers therefore propose that Government departments adopt the FIDIC system whereby a short list of suitable engineers is drawn up.

Each design submission is then presented, together with the estimates, and is then either accepted or rejected by the client. If the first submission on the list is rejected, the partnership is debarred from resubmitting with revised fees and the second candidate's plans are then examined.

Supporters of open competition are likely to argue, however, that such a proposal does little to reduce costs or bring market forces to bear on the profession.

It will also be pointed out that by broadly maintaining the status quo, long-established companies will continue to dominate the major projects at the expense of lesser-known partnerships.

At present, consulting engineers' fees range from as high as 11 per cent of the cost of a project on small building schemes down to 4 per cent for large civil engineering work.

Alternatively, fees may be calculated on a formula incorporating fee scales related to the salary of the engineer employed and the time spent on the project, combined with a multiplier to account for overheads.

IVO DAWNEY

## REDEVELOPMENT

## Docklands artery is red brick road

THE REGENERATION of London's desolate Isle of Dogs docklands is well manifested in the Red Brick Road leading from the Gate 1 entrance at West India Dock Road to the London Enterprise Zone at its heart. The road crosses the wastes of the former Millwall and West India Docks which now are attracting developers and light industry following the progressive closure since 1967 of London Docks.

It is not Britain's first public road built of concrete block

paving for some were built of this in Milton Keynes. It is, however, the first substantial public-highway and the longest industrial road in Britain to be built using this system. Hitherto these blocks were used here mainly for pedestrian areas.

They have, however, a long track-record for road use in The Netherlands, going back to the early post-Second World War period. They are also being used increasingly in Denmark, West Germany and Australia.

Contract value for all surface and drainage work for the Red Brick Road is worth £8m. The first 2.5 km of the road has cost about £1m. The road's overall cost is not expected to be more than £10m.

The road is 4.5 km long, 7.3 metres wide from kerb to kerb, with 2.4 metre-wide footpaths either side and, except for specially made band dressed granite kerbs from Portugal, is all red. That red and its herringbone pattern were recommended to London Docklands Development Corporation by Mr. Ted Hollander, LDPC chief architect/planner.

The road's first 2.5 km were quietly opened to traffic on the target date of September 1 and officially opened on September 22 by Princess Alexandra. She named the main thoroughfare Marsh Wall Construction of the remaining 2 km is well advanced. Other new roads will be named Mastmaker, Lighterman's, Mill Harbour, Cross Harbour and Lime Harbour.

The road is built overall of more than 3m concrete Marley Intersect blocks (measuring 100 mm x 200 mm x 80 mm) all laid by hand, to a new UK standard set by Intervale, the Cement and Concrete Association and the County Surveyors Society. Such blocks, which come in any colour, are made by other companies including British Dredging Corporation

and Marshall's Concrete. Marley was chosen because its blocks are rectangular.

The new CCA Standard was drafted in February largely on the basis of experience at the Isle of Dogs by blockwork specialists David Miller-Cook and Brian Walker of CCA. The road is designed to Department of Transport motorway specifications (Road Note 28, to take 5m standard axes) and can withstand the heaviest traffic.

An idea of the punishment such blocks take can be seen at London Bridge Southern Region railway station where bases turn on a forecourt built of the same construction but using Marshall's Monoblocks. The concrete block paving system has been used not only for performance and appearance but because it provides for high quality reinstatement when services alterations require temporary disruption. Further, in due course maintenance will fall to the local borough.

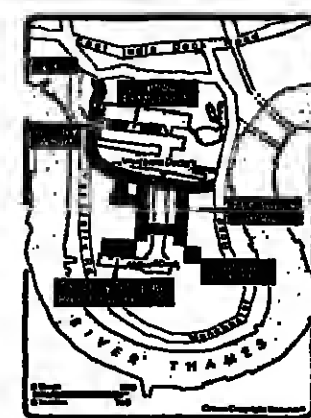
Mort Hay & Anderson is responsible for roads, infrastructure and supervision of construction. Bridgework design is by Rendell Palmer and Tritton, and drainage design by Sir William Halcrow & Partners. Main contractor is John Mowlem, an Isle of Dogs local company for 60 years, and the paving is laid by C. R. Sanderson of Cirencester.

ALAN ELLIS



A Limehouse gang of five workmen lay concrete block paving at the rate of 150 sq metres in a 10-hour day. Generally, five gangs lay the blocks at rates of 80 sq metres to 50 sq metres per man per day. A gang of six with forklift support has achieved a best time of 300 sq metres in a 10-hour day.

**Hunting Gate**  
4444  
SITES DESIGN FINANCE  
CONSTRUCTION  
More than  
builders  
(0462) 4444



THE ISLE OF DOGS: The Red Brick Road leads from Gate 1 past Canary Wharf where this month Limehouse Productions, owned by Associated Newspapers, D. C. Thompson, Scottish Investment Trust, May Gurney Holdings and Drayton Consolidated, starts up Britain's largest independent video tape studios to the ASDA retail superstore (101,000 sq ft) which, with a second ASDA store at Beckton, was opened this month by Princess Alexandra. In the New Year work is due to start on building a printing works (285,000 sq ft) for The Daily Telegraph.

## Changes planned for the 'Regs'

BRITAIN'S DESIGNERS and builders are busy going through a pile of documents sent out last week from the Department of the Environment for consultation. They are the Approved Documents which will accompany the new, streamlined Building Regulations when the whole system is agreed by Parliament and comes into operation, possibly in early 1985.

As opposed to the existing Regulations, which cover hundreds of pages, the new ones consist of a limited number of "functional Regs" which spell out fairly simply performance requirements. It is left to the Approved Documents to spell out how one might comply with these requirements—hence their importance.

The current draft covers the following items: preparation of site, dangerous and offensive substances, internal fire spread (surfaces and structures), external fire spread, structure (stability and disproportionate collapse) and conservation of fuel and power.

The main difference between the Approved Documents and the previous Regs is that the documents are not statutory. This makes them easier to change and up-date with no need for lengthy Parliamentary procedure in each case.

They may also iron out a few anomalies of the old system. For example, the use of plasterboard has been virtually banned in

England and Wales (Scotland and London have their separate systems) from areas where fire was considered a special risk—solely because of the paper backing on plasterboard. More expensive substitutes were insisted on by diligent Building Control Officers (firmly backed by the manufacturers of other materials) although the substitutes often ended up being covered in wallpaper anyway—with impunity. The new system, being less specific, should give plasterboard a new lease of life. This and other examples may produce some opposition from building materials producers: more than one of them has used the old, tightly-defined Regs in the past as marketing aids; they may find this impossible in future.

Another change which may upset the structural engineers is an extension of the so-called Roman Point clause, a regulation introduced after the fatal collapse of a high rise block in East London in 1968 following a gas explosion. The scope of the clause, originally restricted to buildings of five storeys or more, will now cover all buildings of assembly.

The regulations do not apply to London at present—but ministers have indicated that as soon as the GLC is abolished the London regulations will also cease to exist and the new system will take over.

MIRA KAR-HILLEL

## CONTRACTS

## £36m for French Kier

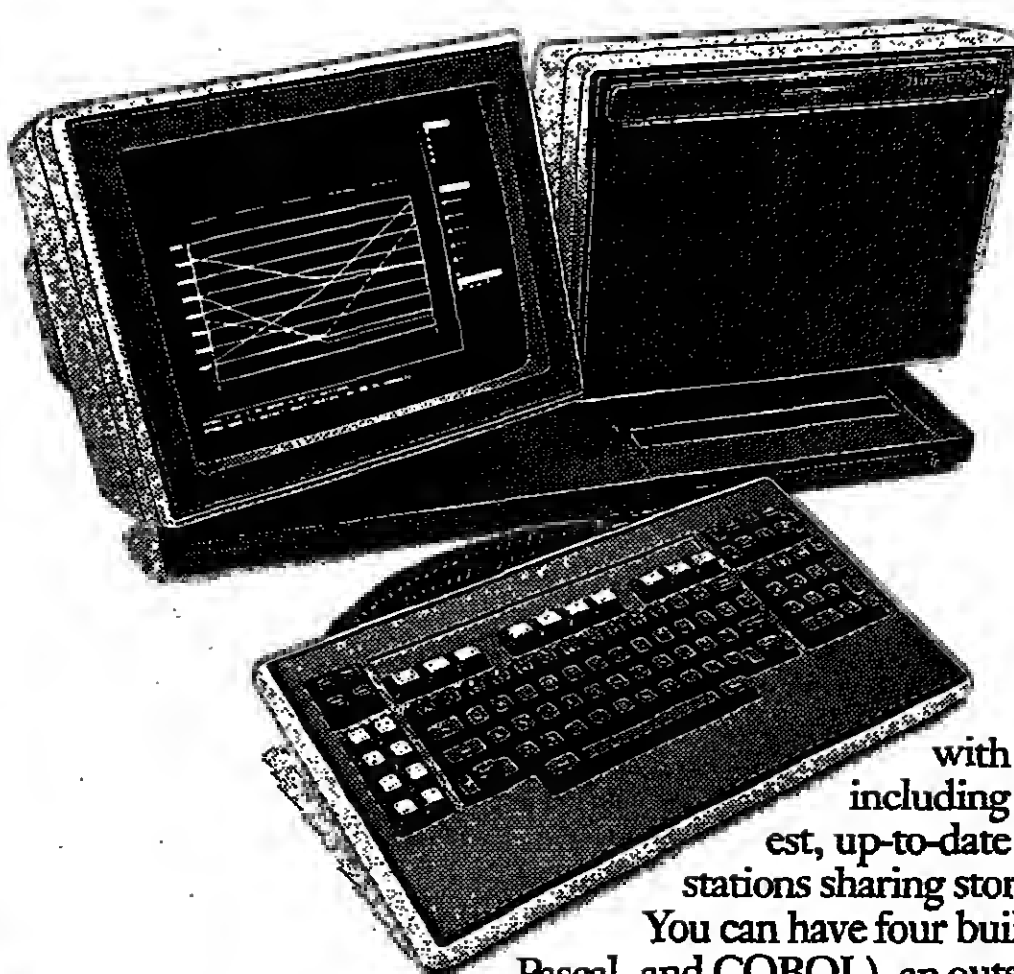
FRENCH KIER CONSTRUCTION have been awarded contracts worth £36.5m during September. The major award was for the development of the North Terminal Building shell at Gatwick Airport (Terminal 2) for British Airports Authority with a value of £22.7m. Other contracts include sea outfalls at Clacton and Harwich for Anglian Water valued £3.4m, remodelling of existing factory building for Texas Instruments in Bedford £2.5m, and a section of road improvements on the A13 between Great Ock and Stansted le Hope, Essex, for Essex County Council amounting to £6m. Other clients for whom contracts have been awarded include Mobil Oil Company, Shell UK Oil, Abbey Life Assurance, PSA, Thames Water Authority and the Greater London Council.

Contracts totalling over £10m have recently been awarded to Cubitts London Work for the Charing Cross development in the Strand, under a £8.7m contract for John McLean and Associates, and is scheduled for

completion during the summer of 1985. Situated next to Charing Cross Station, the development will provide 41,500 sq ft of offices on seven storeys and a 7,200 sq ft arcade of shops at lower and upper ground floor levels together with basement car park. Cubitts London are also involved in the Park Western development at Western Avenue, London W3. The company has a £2.7m contract for phase one of the development providing infrastructure and 33,000 sq ft of garage and workshop accommodation. The building is to be rented by the BBC and will be "tailor-made" to specific requirements including the provision of club premises. And at Wells Road, Wimbledon, Cubitts London are building a 50,000 sq ft warehouse and office complex for Persglobe. The contract is worth £1.2m.

The Government of Trinidad and Tobago has awarded a \$115m contract to CH2M HILL INTERNATIONAL of South Korea for the construction of 1,074 houses in different parts of the twin island Caribbean state.

# WHEN IT COMES TO CHOOSING A COMPUTER COMPANY THE QUESTION ISN'T WHO'S BIGGER, IT'S WHO'S BETTER.



## THE REMARKABLE BURROUGHS B20 SMALL BUSINESS COMPUTER

Most people think that because there's a computer company that's bigger than Burroughs, that automatically makes them better than Burroughs.

That's not necessarily true.

In small business computers, for example, the Burroughs B20 is one of the most versatile, easy to use, expandable, multi-functional workstations in the industry.

With its powerful 16-bit processor and up to 640K bytes of RAM in each workstation, the Burroughs B20 gives each user his own computer, but with the power, data base and storage that were once associated only with mainframes.

More importantly, the B20 can be networked with other B20's and communicate with other systems, including IBM, so everyone is always working with the latest, up-to-date information. And the B20 can have multiple workstations sharing storage, printing and other facilities.

You can have four built-in high level languages (BASIC, FORTRAN, Pascal, and COBOL), an outstanding graphics capability with integrated financial

modelling, and a full U.K. word processing keyboard.

If you need any help, just call the Burroughs Resource Control Centre. More than 1,000 trained Burroughs computer specialists are available to help you with any problem—whether it's our hardware, software, or operating systems. (Being in the office equipment business in Britain for 87 years has taught us a little something about service and support.)

So, if you're in the market for a small business computer, your decision shouldn't be based on a company's size.

But rather, on the company's quality.

## Burroughs

THE QUESTION ISN'T WHO'S BIGGER.  
IT'S WHO'S BETTER.

If you're interested in the Burroughs B20 small business computer, please send me more information.

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
Telephone \_\_\_\_\_

Send to: Hugh Davidson  
Burroughs Machines Ltd., Kings House  
10 Haymarket, London SW1Y 4BP  
or call Mr. Davidson at 01-930-1111

© 1983 Burroughs Corporation FT 10103

## DO YOU WANT TO EXPORT?

We are retained by the overseas division of a reputable British public company who offer a unique service to aspiring exporters. The company manufactures and exports products worldwide to the construction industry specialising in water, sewerage, gas and telecommunication applications. Our client wishes to meet manufacturers with quality products or innovative ideas who wish to market their products abroad. A complete export service is offered including marketing, shipping, documentation and warehousing through a successful, well developed distribution network overseas. Please write in the first instance to G.J. Hilliker at the address below. All replies will be treated with the strictest confidence.

**Central Advertising Limited**  
Edgbaston House, 3 Duchess Place, Birmingham, B15 2NP.



## UK NEWS

# Court will rule on oil sales to Israel

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

A UK GOVERNMENT ban on the export of North Sea oil to Israel, imposed by the Labour Government in 1979, is to be challenged in the High Court in London.

The Commercial Court is to be asked to rule that the ban breaches EEC law, a process that is likely also to involve the European Court of Justice. The matter reached the courts as a result of the refusal of North Sea oil workers to load a cargo of crude oil on the ground that it was destined for Israel.

Oil had been sold by Sun International and Sun Oil Trading Co to Bulk Oil (Zug). The sale contract contained the words "Destination free, but always in line with exporting country's Government policy."

Bulk claimed that Sun was in breach of contract, but the claim was rejected by an arbitrator on the

basis of government policy. Bulk was granted leave to appeal to the Commercial Court against that decision; Sun asked the Court of Appeal to cancel that leave.

Dismissing Sun's plea, Lord Justice Ackner said that Bulk's case was that a May 1975 association agreement between the EEC and Israel prevented any member state imposing any new restrictions on trade with Israel.

Therefore, policy announcement by Mr Tony Benn, as Energy Secretary, in January 1979, banning the export of oil to Israel, was void under EEC law and could not be relied upon by Sun as a reason for refusing to load Israel-bound vessels, Bulk argued.

Lord Justice Ackner said that the courts had ruled that although arbi-

tration proceedings were to be left to the national system of law, national courts had a duty, in supervising arbitration proceedings, to ensure that EEC law was observed.

The issue was one of potentially very great importance, not only to Israel but also to any country not within the group formed by the International Energy Agency, the EEC member states and Finland, he said.

It was, therefore, important that authoritative guidance should be given, which could not happen unless Bulk was allowed to appeal to the Commercial Court.

The case also involved nearly \$15m, as well as a complex question of EEC law. Those were all good reasons for allowing Bulk to take the matter to the Commercial Court, said Lord Justice Ackner.

# Reprieve for rail workshop likely

By Philip Bassett, Labour Correspondent

LEADERS of the National Union of Railwaymen (NUR) seem likely today to accept new proposals from British Rail which grant a temporary reprieve from closure for the threatened wagon-making works at Shildon, County Durham.

Detailed proposals will be put today to a meeting of the NUR's governing executive committee. Though union leaders are likely to remain unhappy that the proposals do not deviate from BR's firm intention to close the Shildon works, they are likely to grasp at a chance of a reprieve, however short.

If accepted by the union, the reprieve would be the second granted to the Shildon works since its closure was first announced in the spring of last year. Faced with the threat of industrial action by the NUR, closure was deferred in June last year.

The basis of the proposals to be considered today by NUR leaders is a six-month reprieve from closure. After its deferment last year, BR intended to shut Shildon by the end of this year.

A much less harsh run-down of jobs. Originally, the closure would have meant the loss of 2,600 jobs, but many have already left. The present workforce of about 1,400 would be reduced to some 940 at the beginning of next year, and to about 870 by the middle of the year.

A guarantee that if any new wagon-building orders are won, the work will go to Shildon, rather than any other of British Rail Engineering (BRE) plants.

# Large retailer halts sale of Nimslo camera

BY DAVID DODWELL

THE UK distributors of Nimslo International's controversial camera, which takes three-dimensional prints, have called on restive dealers "to hold on, not to panic, and to see how the Christmas selling season goes."

The call coincides with a decision by Boots, one of the UK's largest suppliers of photographic equipment, to take the cameras off its shelves after a four-month trial period in which only about 130 of the 500 cameras ordered have been sold.

It also comes ahead of a "make-or-buy" promotional campaign, estimated to cost about £800,000, intended to capture public interest in the camera developed jointly by Dr Jerry Nims and Mr Allen Lo, and launched in the U.S. in 1980.

Mr John Singer, chairman of Photopia, the company which has exclusive distribution rights for the Nimslo camera in the UK, confirmed yesterday that Boots had written to the company saying it planned to return cameras not already sold.

"Why they have decided not to hold on until Christmas, I haven't a clue," he said. "Perhaps they decided they had not seen the return from their investment that they wanted, and that shelf space was limited over the critical Christmas selling period."

Mr Singer conceded that many dealers were annoyed that they had had to hold on to stock for three to four months "with inadequate back-up" on promotion.

He nevertheless claimed that major retailers such as Dixons, Menzies and Comet had been "co-operative and supportive" of efforts by Photopia and Nimslo to get the camera off the ground in the UK.

A limited promotional campaign early in summer is now admitted to have been a failure - in large part because Nimslo itself was reluctant to commit funds to an advertising campaign.

Mr Singer made it clear yesterday that for many dealers, both major and minor, the Christmas selling season will be a "make-or-buy" period.

The Bermuda-based company, which was launched on London's Unlisted Securities Market in December 1981, has been plagued by controversy in its 20-month life.

Nimslo shares have fallen from a peak of 23p in 1982 to a closing price on Friday last week of 3p.

Its most critical problems arose at the Timex plant in Dundee, where an order for 260,000 cameras was eventually cancelled amid re-examinations and after long delays, with just 30,000 cameras off the production line.

Sales in the U.S. were seriously hindered by this delay, as were plans to launch the product internationally.

Production is now said to be going smoothly at plants in Japan, and the company has established distribution networks across Europe and in Asia.

But the company's balance sheet makes gloomy reading. Attributable losses in the first six months of 1983 amounted to \$11.8m compared with losses of \$9.4m in the first half of 1982.

# Britain's industrial waste land increases

By Nick Garnett, Northern Correspondent

MOST OF England's manufacturing contributions are becoming increasingly disfigured. Despite reclamation schemes and revamping of government policy ostensibly geared to improving local authorities' ability to rescue derelict areas, the land acreage needing "treatment" before it can be re-used is rising.

Greater Manchester's derelict land now totals 15 sq miles, equivalent to the urban area of a town the size of Bolton. That in Tyne and Wear is about a third of that, but still the same acreage as South Shields.

The scale of a problem which the metropolitan counties say is a deterrent to inward investment and a cause of social stress is only just emerging.

The counties have been supplying the Department of the Environment this year with a breakdown of their derelict land problem for a government report to be published next year. The last time a similar survey was carried out was in 1974.

The speed at which recent industrial decline has bred a new crop of derelict areas is reflected in the West Midlands where derelict acreage has risen in the past nine years by 28 per cent to 4,800 acres, despite the reclamation of 1,400 acres. This is a more pronounced jump than in almost any other region.

Greater Manchester has had by far the highest acreage of mutilated land for decades. Some 8,000 acres were judged in 1974 to need reclaiming in the county.

Since then the metropolitan county council has reclaimed 4,000 acres

# Coal Board in secret survey

BY MAURICE SAMUELSON

BRITAIN'S National Coal Board (NCB), which supplies coal to Israel, is indirectly involved as well in helping it to find its own oil resources.

The NCB, together with English China Clays, is the joint major shareholder in Horizon Exploration, which has just completed a clandestine survey of Eastern Mediterranean waters for the Israel National Oil Corporation.

Based at Swanley, Kent, the company is now processing the soundings taken by one of its survey ships. Initial details were presented in London two weeks ago to representatives of a dozen companies, including several major groups.

Mr John Greener, managing director, says that, although the area is "not the hottest prospect," it is "structurally very interesting."

Since handing back the Sinai Peninsula to Egypt, Israel has depended almost entirely on imported oil. Until this year, there had been only limited offshore work along her Mediterranean coast, and very little in deep water. The next phase will be for the Israeli Government to use Horizon survey data to allocate acreage for licensing, and for oil companies to apply for drilling rights - possibly next year.

In a bid to avoid political complications in Arab countries where Horizon has operated, its presence

in Israel was initially kept secret. It carried out its \$3m survey contract under the name of one of its lesser-known subsidiaries. Publicly it confirmed only that it was working in the Eastern Mediterranean, without naming Israel.

One of the world's top 15 geophysical companies, Horizon is active in many countries, including Italy, Indonesia, Australia, the U.S., Brazil, and Argentina.

In Israel, Horizon's cover was almost "blown" when aerial pictures of its survey ship appeared on television, which said it was a Soviet spy vessel listening to Israeli signals traffic.

# Phones dispute set to spread

BY PHILIP BASSETT, LABOUR CORRESPONDENT

BRITISH TELECOM's international telephone services could be further hit by the effects of telephone engineering workers' industrial action from today.

BT acknowledged yesterday that the work-to-rule by more than 1,000 maintenance engineers in London as part of the Post Office Engineering Union's (POEU) campaign against the government's plans to sell off BT had already had a much more rapid effect than had been expected.

Action by management staff yesterday reduced the impact on services of the work-to-rule, although BT agreed that the much lighter traffic flows had played a considerable part. BT officials declined to estimate the likely effect on services once business demand started up again today.

Most seriously affected so far have been calls to Africa, the Middle East and the Far East. Services to Europe and North America have been affected, but only slightly.

However, union estimates put the disruption as much greater. They see about half the countries connected by international direct dialling crucial to the City of London's role as a major international finance centre - as already having either been disrupted, or halted entirely during peak hours.

BT heightened the dispute at the weekend by ordering home skeleton night shifts at the three key international exchanges in the London area.

## LAW

# Fugitive offenders and a legal conundrum

CIVILISED NATIONS always face the problem of ensuring adequate protection for genuine political refugees, while preventing ordinary criminals exploiting that protection, by escaping surrender for their politically-motivated crimes.

The existence of that conundrum goes a long way to explaining, and reducing the degree of public astonishment on the UK side of the Atlantic at the refusal of the U.S. Federal Court in San Francisco last week to order the return to Britain of Mr William Quinn, an IRA activist, on a charge of murdering a policeman in a London street while escaping capture for terrorist offences.

The principle that political offenders should not be extradited is a familiar component of all extradition treaties, including the Anglo-U.S. treaty of 1972. The idea that political offenders should be exempt from extradition is of fairly recent origin. It was not until towards the end of the 18th century and the beginning of the 19th century that, while countries continued to surrender political offenders, public attitudes nevertheless began to deplore the surrender of those seeking refuge from political oppression.

By the time that parliament got round to legislating for extradition in 1870 - previously there had been a handful of bilateral treaties between England and mainly European countries - many people regarded insurgents against continental governments as heroes intolerably provoked by tyrants, even though in the course of their political struggles they took human lives and destroyed property.

The enthusiastic sympathy among Englishmen for the cause of throwing off the yoke of foreign powers was readily translated into claims for political asylum.

When parliament did finally legislate for the surrender of fugitive criminals to and from the UK, it expressly exempted political crimes from the scheme of extradition. Offences such as espionage and treason were notably omitted from the list of extraditable crimes. The 1870 Act went on to provide, however, that a fugitive criminal should not be surrendered if the offence in respect of which surrender was demanded was "one of a political character."

It was left to the courts, however, to say what offences other than political crimes, such as treason, were covered by the vague phrase.

Some helpful guidance was ultimately given by the House of Lords in 1862, when a middle position was indicated between the principle of asylum for political refugees and indiscriminate protection to persons who chose to represent that ordinary criminal offences, such as murder and robbery, had a political purpose so as to bring the offenders within the exemption.

Lord Reid said that not every person who committed an offence in the

course of a political struggle was entitled to protection, but that in testing the matter the offender's motive and purpose in committing the offence was relevant, and might even be decisive.

More specifically, the protection was not limited to attempts to overthrow the government. The use of force to compel a government to change its advisers or to change its policy might be just as political in character as the use of force to achieve revolution. The motive and purpose of the fugitive, the motive of the requesting state and the likely consequences if the fugitive were surrendered were all relevant factors.

If the offence was in some way connected with the political control or government of a country, that ordinarily would suffice to infuse the offence with a "political character." When Mr Quinn shot the London policeman he was acting in furthering, however remotely, a struggle by civil disturbance to unite the two parts of Ireland.

The question for an English court would be one of remoteness: Was the shooting of a police officer in London, geographically but not politically remote from the scene of the political struggle by the IRA sufficiently proximate to political actions to warrant a claim to exemption from surrender? The fact that Mr Quinn, if returned to England, would be tried for murder like any other person charged with that offence, and would be dealt with, not as a political prisoner but as an ordinary criminal, would lead an English court to conclude that it was an offence of a political character.

European countries have, however, generally widened the political safeguard beyond testing the matter in terms of the character of the offence itself. The European Convention on Extradition, to which the UK government has not adhered, incorporates a more sophisticated safeguard for the fugitive than does English law by extending the exemption to an "offence connected with a political offence."

Under such an extended definition Mr Quinn would probably succeed in escaping justice. Indeed, the courts in the Republic of Ireland, whose law conforms to the widened definition, have actually declined to hand over fugitive offenders in cases not dissimilar to that of Mr Quinn.

The British Government failed some years ago to have returned from Ireland a fugitive who had assisted the spy, George Blake, who was serving a sentence of 42 years' imprisonment, to escape from prison in London. Another avenue of circumventing the application of the political offence exemption has been sought in the case of terrorists. Had the U.S. enacted an exception for terrorists, no doubt Mr

Quinn would now be winging his way back to an English prison and trial for murder.

That the political safeguard should not extend to serious crimes of violence is not a novel proposition. The Royal Commission on Extradition in 1878 recommended that exceptions should be made in respect of crimes such as assassination, incendiarism or murder of a policeman committed in the furtherance of some political purpose, unless the offence occurred during a civil war or open insurrection, but that there should be a discretion to withhold surrendering the fugitive even where the criteria were not met.

The recommendation was never accepted. Until very recently the only offences which this country had not considered to be political for the purposes of extradition were offences of genocide.

For 10 years now the countries of Western Europe have actively sought to carve out of the political offence terrorist crimes. The European Convention on the Suppression of Terrorism of 1975 was eventually concluded and our law, the Suppression of Terrorism Act 1978, has allowed this country to ratify the Convention. The broad purpose of the Convention is to ensure that perpetrators of terrorist offences should not escape the clutches of justice by the offender crossing national frontiers.

A list of offences involving violence - hijacking, serious attacks on internationally protected persons, kidnapping, taking of hostages and some explosive and firearms offences are not to be treated as offences of a political character. Ratification of the Convention in no way derogates from the right of any government to grant political asylum in a suitable case.

An agreement concerning the Convention among the member-states of the EEC also exists, whereby the provisions of the Convention will operate. Among the member-states, the Republic of Ireland alone has not signed the European Convention on the Suppression of Terrorism. The inter-governmental working party on extradition in May 1982 added, however, that it did not seek to have the Convention extended beyond the members of the Council of Europe.

While it has confidence in the judicial and political systems of Britain's partners in the Council of Europe, it did not necessarily possess the same confidence in the legal and governmental systems of other countries with whom such ties were more tenuous.

The working party thought while relaxation of the political safeguards under the Suppression of Terrorism Act were justifiable, any move to abolish or relax the safeguard in the extradition laws as a whole would be highly undesirable.

Justinian

# If you're planning to do business in Germany, you should look for a bank that understands a bit more than just German business.

You need an International bank that's at home in Germany. A bank that can not only help you with the complexities of the German market, its laws and regulations, but can also appreciate the implications for your international business. A bank that's large enough to offer you all the financial services you need, yet flexible enough to produce detailed

solutions to specific national problems. We are Germany's second largest bank, with 1,000 domestic branches, and over eighty offices worldwide. After being in international business for more than a century we work for about 100,000 companies. We can offer you a profound knowledge of German business - and a bit more.



**Dresdner Bank**  
Bank with imagination

One of the leading banks in the world.  
Dresdner Bank AG  
Head Office: Frankfurt/Main, Fed. Rep. of Germany.  
London Branch: 8 Frederick's Place, London EC2R 8AT.



## THE ARTS

## Architecture

Colin Amery

## The Smythson heritage

Longleat, Wollaton, Bolsover, Hardwick, Burton Agnes—the names run like a litany, all of them glorious, ingenious English country houses. They are all connected with the name of Smythson, a dynasty of designers and builders of great houses in the reigns of Elizabeth I and the early Stuarts. Robert Smythson is by far the most important of these, born around 1580 he died in 1634. His son John (died 1634) and his grandson Huntington who died in 1648 were both masons and architects.

Our knowledge of these men and of Robert Smythson in particular comes in the main from the pioneering researches of Mark Girouard. It was in 1966 that he published his first book of architectural history, developing his doctoral thesis into an illustrated discourse on Robert Smythson and his architecture. That book has been out of print for far too long and it is a pleasure to welcome a completely new version of the Smythson story.

Now called *Robert Smythson and the English Country House*, the book is by the same author, Mark Girouard, Yale University Press, £15.95, the great saga of the building of these prodigious houses has been retold in the context of a completely redesigned book. Book designers seldom receive any credit and Mark Girouard is fortunate indeed to be married to the talented artist and book designer Dorothy Girouard. It is an ideal collaboration. They have, with their publishers, broken many of the old conventions of the illustrated architectural book and created a series of titles that are as distinguished for their looks as for their words.

This one, even at first glance, reveals the richness of a strange, even exotic period of English architecture. Particularly evocative are the colour photographs of Edward Piper, and some of the older pictures by the master of country house photography, the late Edwin Smith.

The architecture of the Elizabethan and Jacobean world has not been fashionable with architectural historians for some time, partly because of the sheer difficulty of finding the facts and partly because of the preference of historians for the more stylistically classifiable periods. Girouard writes with ease and enthusiasm and his great gift as a historian enables him to bring to life



The ruined terrace range of Bolsover Castle Derbyshire begun in 1627

the complexities of the world of Elizabethan and Jacobean building.

He explains that this was a time when the fountainhead of architecture was the Royal Works and the aristocracy imitated this system whenever they began to build on any scale. The idea of an architect engaged solely in architectural practice is a relatively modern one. Robert Smythson was one of the first independent architects who took on the drawing of plans and designs, his drawings have survived and they form a crucial part of the raw material of this book.

By dint of hard labour look-

ing at contemporary documents, accounts and letters and the inspection of the drawings it has been possible to establish beyond any doubt that Robert Smythson was one of the earliest country house architects. He sunk into obscurity partly because of the Elizabethan attitude to their buildings—the "architect" was rather like the tailor—not someone you asked to dinner, and because of a lack of theoretical interest in the nature of the buildings.

The Derbyshire valley where Bolsover stands evokes the forgotten world of knightly romance and the six towers of

Hardwick are potent with the spirit of Elizabethan adventure. The detail story of Bess of Hardwick's house is totally fascinating. Girouard is right to raise the question of the present appearance of the house which is now owned by the National Trust. The refacing of the stonework has killed so much of the feeling of aged splendour of those facades—how could the body entrusted with this house have been so deeply insensitive?

This is a brilliant and beautiful work that achieves what only the best books achieve—it makes you want to see the houses for yourself.

## The Oresteia/Television

Michael Coveney

The filming for television of notable theatrical productions remains a tricky subject. The critical objection is that you cannot recreate the circumstances of audience participation in the sitting-room. The populists reply that thousands of people have a chance to enjoy something they would not otherwise see.

But *The Oresteia* (C4, last night), of all plays, was written for a specific audience who travelled far to see it. Like all Greek tragedy, it offered an experience that was as Peter Hall said in Saturday night's documentary *The Oresteia at Epidauros* (C4), like a combination of going to church and watching the World Cup. Even today (some might say especially today) going to the theatre requires nerve and the expenditure of physical effort. Hall's production of *The Oresteia* at

the National Theatre in November 1981 was a great occasion. On the small screen it is not.

Despite being shot from many angles—there were finally 48 hours of tape which took six months to edit—the purity of Jocelyn Herbert's stage design and masks was never as effective as in the theatre. The company of 18 male actors did not—with the exception of Philip Donaghy's hip-swaying Clytemnestra and Greg Hicks's beautifully spoken Orestes—achieve the strange, paradoxical individuality I remember seeing before.

And Tony Harrison's ostentatiously muscular and alliterative translation, borne along as much by the rhythmically bouncing delivery of the actors as by the inventively percussive score of Harrison Birtwistle, did not take kindly to the intimacy of TV. How did

you find "Fart fires through your flues till he fops like a fruit-rind" or "Such gaudy displays good gods into red-grudge"? I have to confess I giggled rather a lot.

As with Shakespeare, the main challenge of Greek tragedy, from a technical point of view, is the rhetoric. Harrison's verse is a tremendous attempt to redefine the rhetorical qualities of Aeschylus, but it needs the air and the aura of a large performing space.

Andrew Snell's documentary allowed Peter Hall to defend his use of masks by saying that, somehow, a way had to be found to contain and describe the emotional hysteria of the plays. I have never been convinced by this argument, and in fact saw it totally defeated in Peter Stein's emotionally unbridled production of 1980.

Otherwise, Snell's film was the

usual arts programme mix of puff and travelogue. One of the actors, Barrie Rutter, surveying the intimidating amphitheatre of Epidauros was "a bit gob-smacked". Merina Mercuri was seen blowing kisses to the audience as Nick gathered "The best bits involved the actors Tony Robinson and Greg Hicks describing their relationships with their masks, and Tony Harrison rather painstakingly explaining how he wanted to make a translation to match the masonry of Agamemnon's tomb at Mycenae."

Just as the BBC 2 transmission two weeks ago of Trevor Nunn's Glyndebourne production of *Idomeneus* reduced and distorted the stunning, gorgeous impact of the show on the stage, so the televised *Oresteia* proves yet again that the medium must find its own ways of producing great theatre works.

## Orfeo/Coliseum

David Murray

The English National Opera Orfeo—Monteverdi, not Gluck—is a joy pure and simple. Pure, like the extent that something like the original sound of the opera can be reconstructed some four centuries later (the orchestra of period-style instruments plays in tune and makes a wonderfully convincing effect). Simple, because the production David Freeman has decided that the original courtly setting and manners are not worth reproducing: one need not claim that, say, Glyndebourne's pretty Renaissance fantasies are a waste of time in order to make a case for Freeman's earthy direct telling of the story. It makes its own case: your own ears and eyes can judge.

The action is set in "a contemporary Greek village," more or less; the tale of Orpheus and Eurydice is being acted out like a pre-Christian passion-play. There are no sets but hanging embroidered cloths, though the story is cunningly lit by Stephen Watson in metropolitan style. The "villagers" step forward to make a chorus as required—very much individualists, not a well-drilled battalion—and they sing notably well: fervent, well balanced, clean-lined. Various principal roles are doubled (Richard Angas contrives theatrically contrasted bass qualities for his Charon and his Pluto). The pace is surprisingly swift, though in Peter Robinson's

hands the score moves with an easy stride. As Orfeo, Laurence Dale sustains his long plaints with fresh, virile, undragged tone and full dramatic conviction. We shall hear much more of this excellent leor, though the advantage of vulnerable youth in this role must be something which blossoms only for two or three seasons. Besides, Angas, his partners, are a strong, characterful crew: Jennifer Smith delivers the prologue of "Music" arrestingly, Marie Angel is both Eurydice and Hope, and Rosamund Greenwood, a soprano in the mould of Elena Cotrubas, is a plucky little person with penetrating top notes (and excellent English for the Anne of Stravinsky's *Role's Progress*). In unaccompanied ballads by Carl Jonas Love Almqvist, her theatrical musicianship was triumphant. Already she would be an ornament for any small company.

Lovers of Monteverdi music-drama, as distinct from the period trappings, will rejoice in these performances. The direct, un-fussy power of the presentation is a salutary lesson. Much is plainly owed to Freeman's insistence on physical contact between the singers, which wards off the fatal risk of letting the opera become a procession of cultivated solo exhibitions. A certain amount of over-familiar "experimental" writhing and scrabbling is a trivial price to pay for that, and in any case it is kept well within the limits of plausible acting-out. Freeman is clearly a force for good, in a medium all too subject to decorators and tuitivators.

## New Swedish singers/Wigmore Hall

David Murray

All this season there is a "Sounds of Sweden" series continuing, much of it at the Wigmore. It is a calculated invasion, and alarmingly impressive. On Saturday afternoon Kerstin Meyer introduced four new singers—the eldest a 28-year-old tenor, the youngest a high baritone of 20. If those four are merely representative of what the Swedes have at home, then Swedish musical nurture is something that other countries with musical pretensions had better learn about quickly.

I have too little space in which to discuss artists whose natural gifts and sophisticated training deserve much more.

Summarily, then—Siefan Dahlberg boasts a narrow-range, bright-edged tenor of elegant style, a born Pedrillo or Almaviva (Rossini's, of course, not Mozart's). His pitch is impeccable, his phrasing cleanly etched, his stage-manner all eager youth (professionally polished). Like his colleagues he proved a fine exponent of Scandinavian music, especially Emil Sjögren's "Tannhäuser" cycle: the time may come when the assumption that the best late-Romantic songs are all Austro-German will look sadly provincial.

Marianne Eklöf is a tall, striking blonde whose ample mezzo-

soprano is rich in personality. Her control of this greatly promising instrument is so far only just dependable, but sufficient to suggest a substantial artist: warm, intelligent and freshly perceptive. Lena Hoel, a soprano in the mould of Elena Cotrubas, is a plucky little person with penetrating top notes (and excellent English for the Anne of Stravinsky's *Role's Progress*). In unaccompanied ballads by Carl Jonas Love Almqvist, her theatrical musicianship was triumphant. Already she would be an ornament for any small company.

St Hill, the under-age baritone. Extraordinary performer: a dancer who made his name in a Chorus Line at 16, and proceeded through West Side Story and Godspell to Escamilla and Massenet's *Sancho Panza*. Café-au-lait coloured face like a Polynesian idol in repose, violently expressive in action. Voice powerful and controlled (with a Broadway rasp when needed), and excellent American—the baleful force of Ture Rangström's songs for the mad King Erik fairly rebounded off the back wall of the Wigmore. He might do almost anything next, even a Rheingold Wotan.

## A Passion in Six Days/Sheffield Crucible

Michael Coveney

Howard Barker's new play for the Sheffield Crucible opens with a Labour MP, Harry Gault, taking a dip in the Brighton sea on the eve of the party conference. Calling for help offshore, he is rescued by a sleek, and Welsh wizard called Brian Gint. Gint is the coming man, Gaultroger the stolid stalwart. The play opened on Friday night as this year's conference came to a close.

For three and a half hours Mr Barker offers a mixture of precedence flavoured with hindsight and seems to despair of the new Kinloch era even as it is launched. Gint, ruthless and silk-shirted, is already "a traitor to the Left." The Left, at the same time, is portrayed as a bunch of sweating skin-heads and, in the marriage of John and Annie, a simple-minded faction demanding per-

sonal liberty in the context of "socialist love." More convincingly, an ancient pacifist, Lord Isled, makes a tremendous disembodied speech from the platform. Sebastian Shaw, watery-eyed and eloquently doddering, is as moving as Fenner Brockway on top form. The evocatively named party leader, Raymond Toynebee, projected by Christopher Wilkinson as a cunning amalgam of Michael Foot and Peter Shore. Another actor looks like Eric Heffer but says surprisingly little. Another looks like Gerald Kaufman but is, in fact, a pale carbon of Sir Robin Day. So it goes, with Gint's sex appeal, Toynebee's demise, and rows about selection procedures and registration, all outlined in hotel bedrooms that are trucked in from the conference platform. Peace, Freedom, Jobs."

Michael Boyd's production is unconsciously slow, chiefly

because of what is in fact a good idea: the use of a musical comedy commentary by Mr Sprat's 21st Century Popular Motets, an a cappella quintet not quite in the Flying Pickets class. The lyrics, alas, are decidedly dull, reflecting the worst of Mr Barker's heavy-handedly serious call-Brexit-esque writing manner. The audience played its part in creating an authentic party conference effect by seeping out of the theatre during and even before the interval. Shocked, stunned, bored—the first act certainly droned on, but I think that ordinary people, even those not familiar with Mr Barker's juvenile scatology, can discriminate between good bad language and bad bad language.

The piece is well cast, however, especially in the figure of Harold Innocent's Gaultroger, a fat, pink and gleaming old roguish who salivates on his landlady's bosom, derides the

militants for their impracticable power base and, rolling around the stage like a beached whale, celebrates the corrupt fervour of the Wilson era. Gaultroger, 40 years a Member, is to be challenged by an active selection committee, but he intends in which his wagon to Gint. What use he would be to Gint is never explored. But then neither is young John's (Peter Wright) theory that socialism must be "moist and passionate, wet and naked." Just as well, perhaps. Toynebee is painted as a vacillating weakling who woe't speak to the disarmament motion and falls, in the end, because of an inability to lie. Gint (forcefully played by David Harries) is pursued and bedded by Sian Thomas's Annie. The implication that Mr Kinloch either carries on like this or was already plotting for the leadership at last year's conference is surely delicate ground.

## Some of my Best Friends are Husbands/Palace, Watford

Martin Hoyle

The strains of Offenbach before curtain-rises are misleading. Saul Raskovsky's effortlessly elegant sets, late Art Nouveau merging into early Erté, have left the Second Empire 40 years behind. As it turns out, the designs provide most of the style in this production. A Lohengrin farce that adds British love of ridiculed gravity to clockwork Gallic plotting, and lards the whole thing over in Hugh Leonard's adaptation, less free than Librarian,

with dionysian Irish geniality. The resultant lumpy texture is clothed with all too single entrances and old jokes (at least one sanctified by Sir Thomas Beecham); while it's not merely the presence of Hugh Paddick that recalls the ambivalence of radio's *Round the Horne*. Sadly, a stylish cast is assembled with very little to do requiring style. As the ageing philanthropist trying to bury his past before marrying a well-brought-up 18-

year-old, Tony Britton again reveals that precious comic gift: the ability to retain (to the chagrin of the audience) at least the slightest of dignity while exposed as ludicrous by a monstrous fate. Complications stem from the sudden appearance on his wedding day of the husbands of two of the lady-killers' discarded mistresses.

Rosemary Leach, in a froth of 1910 pink plumes, is a mother-in-law definitely still "in

bloom." In a willing cast Karen Lewis's maid, played with lightness and point, avoids both coo-la-la and oh-my-Gawd; Martin Corns's rigidly ridiculous toy soldier gives a glimpse of real Lohengrin. Mr Paddick's way with the unconscious cuckoo's nostalgia, recollecting his best friend's gift of liqueur to her pinapples personally—almost redeems the detectable desperation that eventually sets in.

## Arts Guide

Music/Monday, Opera and Ballet/Tuesday, Theatre/Wednesday, Exhibitions/Thursday. A selective guide to all the Arts appears each Friday.

## Music

## LONDON

NDR Symphony Orchestra, Hamburg, conductor Günter Wand, Haydn, Bruckner, Royal Festival Hall (Sun) (9283641).

English Chamber Orchestra, conductor Charles Mackerras, with Gidon Kremer, violin, and Kim Kashkashian, viola: Rossini, Mozart, Beethoven, and a first performance of Robin Holloway's Second Rhapsody, Royal Festival Hall (Mon) (9283641).

Brandis Quartet of Berlin with Steven Isserlis, cello; Beethoven, Wolf Schubert, Elizabeth Hall (Mon) (9283641).

London Philharmonic Orchestra, conductor James Conlon, Haydn, Gótzsche, piano; Brahms Piano Concerto No 2, Dvorak New York Symphony, Royal Festival Hall (Tue) (9283641).

London Sinfonietta, conductor David Atherton, Paul Crossley, piano; Mendelssohn's From the Canyon to the Stars, Elizabeth Hall (Tue) (9283641).

Gerdwin Evening with the London Symphony Orchestra and Brian Stabenrough, conductor/piano, Barbican Hall (Tue) (638 8821).

London Mozart Players, conductor Harry Blech with Robert Cohen, cello, and Stephen Bishop-Kovacs, piano; Mozart, Haydn Cello Concerto and Beethoven Piano concerto, Barbican Hall (Wed) (9283641).

Michelle Campanella piano recital: Scarlatti, Liszt, Elizabeth Hall (Wed) (9283641).

Royal Philharmonic Orchestra, con-

ductor Charles Groves, Yuzuko Horiguchi, violin; all Beethoven programme, Barbican Hall (Wed) (9283641).

Bournemouth Symphony Orchestra, conductor Rudolf Barshai, Cecile Ousset, piano; Mussorgsky, Prokofiev, Barbican Hall (Thurs) (9283641).

London Philharmonic Orchestra, conductor Christoph Eschenbach, Elizabeth Leonskaia, piano; Rossini, Mendelssohn Piano Concerto No 1, Stravinsky, Royal Festival Hall (Thurs) (9283641).

London Chamber Orchestra, conductor André Bernard, Christopher Warren-Green, violin; Mahler, Mozart, Bach, Vivaldi, Haydn, Elizabeth Hall (Thurs) (9283641).

PARIS

Boris Christoff (Mon) Théâtre de l'Athénée (742 6727).

Orchestra Colonne conducted by Dennis Russell Davies, Keith Jarrett, piano; Beethoven, Brahms (Mon) Salle Pleyel (563 8673).

Neuvel Orchestra Philharmonique de Radio France conducted by Juan Pablo Izquierdo and Radio France choir: Maurice Elie, "Die Eschlingung Der Welt" (Tue) Maison de Radio, Grand Auditorium (924 1518).

Burgundy Raimond, Bass, Orchestra de l'Île de France conducted by Jacques Mercier; Glinka, Mussorgsky, Borodin (Wed) TYP-Chatelot (921 1863).

Moura Lympany, piano; Schumann, Beethoven, Brahms (Wed) Gaveau (563 2030).

Orchestra de Paris with Aashenazy, Baraboin, piano; Brana Delcouse, percussionist; Mendelssohn, Del-

luz, Stravinsky (Tue) Salle Pleyel (563 0795).

Orchestra de Paris conducted by D. Baraboin, Aashenazy, piano; Glinka, Prokofiev, Mussorgsky, Aashenazy (Wed, Thurs) Salle Pleyel (563 0795).

NEW YORK

New York Philharmonic (Avery Fisher Hall) Zubin Mehta conducting, Itzhak Perlman violin, Mendelssohn, Mahler (Tue) Zubin Mehta conducting, Itzhak Perlman violin, Joseph Robinson, oboe, Bach, Saint-Saëns, Varese (Thurs), Lincoln Center (974 2424).

Chicago Bulls Boston Philharmonic, Benjamin Zander conducting, Anne Squire violin, All-Beethoven programme (Mon); Philadelphia Orchestra, Riccardo Muti conducting, Elizabeth Connell soprano, with the Westminster Choir directed by Joseph Flummerfelt; Verdi: *Macbeth* (Tue); Louisiana Chamber Orchestra, Armin Jordan conducting, Kathleen Battle soprano; Strauss, Wagner, Handel, Haydn (Wed), (247 7459).

Moska Sagra: Five concerts in the ten-day "Bach/Bach" Festival will feature Richard Westenberg conducting the Musica Sacra Orchestra and Chorus, with chamber works by Handel and Telemann, as well as Bach, performed by the group, including Anthony Newman, harpsichord, Avery Fisher Hall and Central Presbyterian (84th & Park), (974 3104).

WASHINGTON

Shura Cherkassky piano recital (Terrace): Bach/Busoni, Schumann,

Berg, Liszt, Kennedy Center (254 9895).

## CHICAGO

Chicago Symphony (Orchestra Hall): Sir Georg Solti conducting, Ryszard Chmura, violin, Bach, Berg, Bartok, Wagner (Thurs), (435 8111).

BRUSSELS

BRT Philharmonic Orchestra conducted by Yuri Averbach with Robert Croiset, piano, Rudolf Werthen, violin, France Springuel, cello; Beethoven, Beaux Arts (Fri, Sat).

Belgian National Orchestra conducted by Georges Octave with Henryk Szeryng, violin; Schumann, Szymanowski, Brahms, Beaux Arts (Thurs).

WEST GERMANY

Berlin Philharmonic: the Berlin Philharmonic Orchestra and the St Hedwig's Cathedral Choir conducted by Riccardo Chailly with Verdi (Mon, Wed).

Solution to puzzle No. 5236

1 Across

1 Down

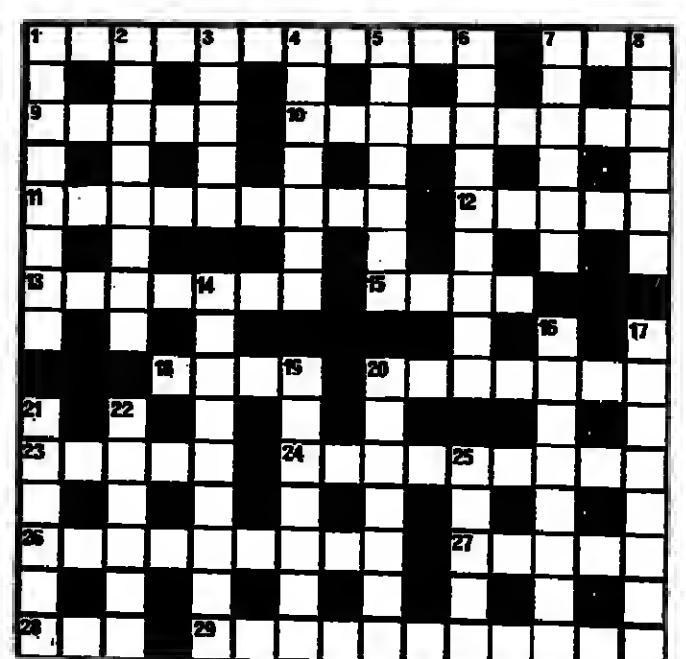
## F.T. CROSSWORD PUZZLE No. 5238

## ACROSS

- Not even a French novelist finishes (4, 3, 4)
- Sum up a cleric (3)
- Affected speech given by a doctor on law-breaker (5)
- Parson promises to pay for someone else (9)
- Direction for guardians? (9)
- Knowing there's a fight to get the key (5)
- Metal cover protects the sewer (7)
- Similar to a family group (4)
- Game is a southern game (4)
- Régatta thrown out by republic (7)
- The trouble with one hundred is moral (5)
- He won't look you in the eye when you speak to him (3-8)
- U.S. soldier holds a rude Italian union leader (9)
- He goes into a ship and remains (5)
- Look at the middle of a cyclone (3)
- Tradesman's entrance (4, 7)

## DOWN

- A doubter disposed to be stubborn (8)
- Sort of work in which people want to take part? (8)



- Silver down at melting-point? (5)
- Revised, made different (7)
- Despoiled icon is restored to a city of Cyprus (7)
- Scholarly method of classifying new emigrants (9)
- Hooded jacket Rex found in a tree (5)
- Before the end of the day Denis may become a famous cartoonist (8)
- Blocks destined for hot water (4, 5)
- Old training manual (8)
- Room for good investments? (6)
- Girl I sign on as an astronomer (7)
- Made a request for a very quiet German song (7)
- A union measure (8)
- Prime object of care (6)
- Bend an ear to the Muse of poetry (5)

The solution to last Saturday's prize puzzle will be published with names of winners next Saturday.

**FINANCIAL TIMES**  
operates a subscription hand delivery service at the business centres of the following major cities

AMSTERDAM BOMBAY BOMBAY  
BOSTON BRUSSELS CHICAGO  
COLOGNE COPENHAGEN  
DUBLIN EDINBURGH  
FRANKFURT GENEVA  
HAMBURG HANNOVER  
HONG KONG HOUSTON  
ISTANBUL  
JAKARTA KUALA LUMPUR  
LONDON LOS ANGELES LUGANO  
MADRID MANILA MELBOURNE  
MILAN  
MONTREAL MUNICH  
NEW YORK PARIS PORTO  
ROTTERDAM SAN FRANCISCO  
SINGAPORE STOCKHOLM  
STUTTGART SYDNEY TAIPEI  
TOKYO  
TORONTO UTRECHT VIENNA  
WASHINGTON

For information contact G. T. Dancer, Financial Times, Gullies Street, 24, 6000 Frankfurt am Main, W. Germany. Telephone 359-6. Telex 41484 or 41485. Also, Financial Times, 10, Raffles Place, New York, N.Y. 10013. Telephone 480-6300. Telex 238488 FTOL UL



## FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4A 4BY  
Telegrams: Finantimo, London PS4. Telex: 8954871  
Telephone: 01-248 6000

Monday October 10 1983

## Small tremor in the Alps

SWITZERLAND will hold a general election on October 23, but the real upheaval in the country's government this year will be caused not by the voters, but by the passing of time. The electorate, almost beyond doubt, will continue the four-party coalition in power since 1959. But two Ministers last week handed in their resignations, pleading age and their wish for a change after 10 years in office. The event is not unprecedented: 10 years ago as many as three vacancies needed to be filled on the seven-member Federal Council or Government. Yet to appreciate its import one needs to know that since 1848, when modern Switzerland was founded, only 91 men (and no women) have served as Ministers.

The two men to go are M. Georges-Armand Chevaz, 67, a member of the Radical or Free Democratic Party, who runs defence; and Herr Ritschard, 61, a socialist in charge of finance. Losing them will not upset the Swiss political system, but their departure could leave a serious hole. Both men are popular, and it is an acknowledged weakness of Swiss public life that well-developed democratic machinery, complete with referendums on all matters of substance, has prevented the political elite losing touch with the grass roots. Herr Ritschard especially appeared to be the exception to that rule. He was known for salty sayings and for a political pragmatism that often left him at loggerheads with his own party.

Sufficient evidence of the existing divide between electorate and elite is provided by the fact that turnout at the last election in 1979 dipped below 50 per cent. As a rule even fewer voters bother to turn up for the referendums. This isolation of the leadership could, one day, become internationally embarrassing, while the referendum is held on whether to join the United Nations. The majority of the political elite wants to go in, but opinion polls have left no doubt that the Swiss on his Alp are sceptical or outright hostile. The referendum will have to be addressed to the matter, but it may not be resolved before the next election in 1987.

As even greater breach with tradition may be in store sooner. In December the public discussion will have to elect successors to M. Chevaz and Herr Ritschard.

## Power without purpose

MRS THATCHER'S Government needs to reassess itself, starting at the Tory Party conference in Blackpool this week. Since the General Election in June, there has been a political paradox: an administration with renewed authority and a huge majority in Parliament, but an apparent ebbing away of any sense of direction. It is almost as if the stronger you are, the more accident-prone you become. Some call it hubris—which leads to nemesis.

Part of the problem lies in the rushed nature of the election itself. The Tories hit the jackpot. But the price was an equally rushed manifesto which did little more than record the performance so far, and took small account of the difficulties ahead. There have been few signs that the Government knows what to do with its victory.

No doubt some of the subsequent embarrassments can be overcome, but they can be scarcely overlooked. The Government did, after all, cut defence expenditure only a day or so after the publication of the defence estimates, which hardly looks like organised planning. The pro-Thatcher wing of the Tory Party did not come very well out of the debate on capital punishment. There was a mass break-out from the Maze prison in Belfast at the very time when it seemed that the forces of the IRA might be on the retreat. And, without dwelling on the personal circumstances of Mr Cecil Parkinson, it is worth remembering that, as Party Chairman, it was he more than anyone else, who persuaded the Prime Minister to go to the country prematurely and to accept such a bland manifesto.

## Advice

There is other evidence either of a loss of touch or a retreat into the bunker. It is odd to assert Britain's status as a great power by conducting a crusade against the Soviet Union. Surely the purpose of a great power, especially in the nuclear era, is to pursue diplomacy and not just preach propaganda.

Mrs Thatcher has abolished the government think tank but without producing any replacement that would provide a steady flow of sometimes un-

welcome but necessary advice and analysis. The machinery of government, indeed, looks even weaker after the election than it did before, and more closed. Even one of the few new proposals in the manifesto, the abolition of the Greater London Council and the Metropolitan Councils, looks like running into trouble in the House of Lords, and the White Paper has again come out in a rush.

## Charges

Above all, the Government is vulnerable to charges that it has not thought out the future of the social services in general and of the health service in particular. It is a perfectly respectable not to grasp that the costs are increasing beyond the present capacity to finance them. The Government would be culpable if it did not present the facts as it saw them in the light of demographic change and low economic growth. Yet when the think tank made an attempt over a year ago, its paper was suppressed. Mrs Thatcher and her Ministers spent the election campaign saying: "The health service is safe with us." They should not be surprised if not everyone believes them.

Indeed the Government loses both ways. By not publishing the full extent of the nature of the problem, it makes reform more difficult. By seeking reform through the back door, it undermines its claims that the social services will remain intact. At the very least, there should now be a Green Paper giving projections to the end of the decade, and policy options.

Since the election, politics has not been static. Dr David Owen has embraced the social market economy for the SDP. The Labour Party has a new leader and is showing signs of unity. The far left is on the retreat.

All that is, at least indirectly, a tribute to Mrs Thatcher. But it is hope for the future rather than solace for the present. In the meantime the Tories are in the driving seat and should be there for a good four years. The Prime Minister needs not only to drive, but to say where she is going. Her first term brought a welcome change in attitudes; a strategy for the second is still missing.

## Nationalised Industries: Results Compared

BRITISH GAS

TELECOM

Electricity Council

Post Office

British Airways

BS

NCB

S

All figures £m

	British Gas	British Telecom	Electricity Council	Post Office	British Airways	British Shipbuilders	British Rail	National Coal Board	British Steel
1982-83	1981-82	1982-83	1981-82	1982-83	1981-82	1982-83	1981-82	1982-83	1981-82
Turnover	5,958	5,235	6,477	5,708	9,187	8,471	2,714	2,497	2,497
Disclosed profit	723	360	365	458	332	(85)	139	103	62
CCA profit (plus gearing adjustment)*	755	397	626	654	502	105	154	94	45
External financing limit (EFL)	(87)	310	(148)	(152)	(56)*	(9)	122	220	951
EFL actual outcome	(230)	0	(152)	(152)	(60)*	(35)	120	168	732
Capital expenditure	801	1,696	1,270	1,25	125	173	43	732	122
Change in workforce (%)	-3.3	-2.3	-3.6	-1.1	-1.1	-1.1	-3.1	-4.3	-21.3

\* After interest, before tax and extraordinary items. † Excludes National Girobank.

## Nationalised industry — a partial account

By John Plender

THE OUTCOME of the nationalised industry reporting season has been a less cheerful affair than some ministers might have hoped. As James Thurbur once remarked, a burden in the bush is worth two on your hands; but full privatisation looks painfully remote at British Steel, the National Coal Board, British Rail and British Shipbuilders, whose combined pre-tax losses were more than £1.6bn last year.

That is not to say that Whitehall has uniform cause for complaint. As the negative external financing limits (EFLs) — in effect, cash payments to the Government — in our table suggest, most state monopolies did a fine job in generating cash for the Treasury, which also derives satisfaction from the greater emphasis being placed in annual reports on performance targets and accountability.

But does accountability run more than skin deep? As far as the accounts themselves are concerned, every state enterprise in our table has, without exception, chosen to adopt in its main accounts the definition of profit that most suits its book. Profitable state monopolies opt for current cost figures, which reduce their disclosed profits (from £1.5bn to £332m in the extreme case of the Electricity Council) while loss-making enterprises all choose the historic cost basis, which throws up lower losses. The table thus includes

separate current cost figures, together with a gearing adjustment, which arguably provides the least misleading basis for comparisons which nonetheless remain impressionistic.

The confusion (see Andrew Likiernan's article below) is to some extent counterbalanced by the use of financial targets and EFLs. But not that much, as can be seen in the following: Financial Targets. The target given to British Shipbuilders last year by the Government was a limit of £10m on trading losses. The outcome: a trading loss of more than 10 times that sum—£117m. "Unprecedented difficulties" with four major contracts and a customer default were cited as reasons for the shortfall, which would have been substantially bigger if restructuring costs had been charged against pre-tax profit as at British Steel.

Over the past four years British Shipbuilders has made losses of £288m; and these were after crediting government grants of £205m. Yet outgoing chairman Sir Robert Addison makes the breathtaking assertion that "excluding these particular difficulties, the corporation would have demonstrated, once again, the underlying viability of the industry as a whole".

In fairness, targets are hard to meet in a business where the whole capital base is equivalent to less than 1 per cent of gross work-in-progress. But what are the sanctions for missed targets?

By contrast, all the profitable state monopolies are way ahead of the target returns on net assets for sales in the case of the Post Office. In the past that has reflected the ease with which they can raise prices. But this year, apart from the Government-imposed increase at British Gas, prices have been stable. Did Whitehall allow tar-

gets to be set unrealistically low?

External Financing Limits. The discipline is becoming less effective as EFLs become progressively more bendable. The extreme case is British Steel where the original limit of £360m was lifted to £570m. Moreover, the Treasury endorses the means: the control is indifferent as between capital cuts, revenue cuts and price increases. There lies part of the explanation for the nationalised industries' underperformance in their planned capital expenditure by £1bn last year—a dismal outcome where human resources in Britain are desperately underutilised.

Accountability and performance data. Structural change to achieve improved accountability has a long way to go. At the National Coal Board one of the Monopolies Commission's better reports earlier this year revealed that managers around the country

lived in a strange one-dimensional world dominated more by physical volumes of coal than adequate financial yardsticks. Despite the fact that the business has become far more capital intensive in recent years, there was a reluctance to allocate the £368m interest bill around the business, which is also reflected in the supplementary information in the annual report. And where does British Telecom make its money? The accounts this year contain the astonishing admission that the results attributed to the different parts of the business are unreliable.

The trouble with performance data is that the industries themselves choose what to publish. As a spokesman for the Post Office remarked: "We know, being experts, what are the economically viable targets." They do indeed: tariff surpluses vanished from the Post Office's annual report in 1979, 1980 when there were two large

price rises. The service standards included in the Post Office's quality of service index have been changed several times.

At the Electricity Council, meantime, the results of the appliance sales by area boards disappear in a joint account with the electrical contracting activity. An interesting exception is the London Electricity Board, where producing by the Monopolies Commission and the London Electricity Consultative Council has led to disclosure. Appliance sale loss last year: £1.3m.

So where, in terms of accountability, do the industries go from here? Such are the vested interests involved that it is probably beyond the power of a divided accountability profession to achieve consensus on public sector accounting. But it should be possible to find a better way of defining the financial relations between the industries and government that the present system of EFLs, levies and other cash extraction devices.

The time is also ripe for Whitehall to look at the subject of capital structure, in the absence of agreement on inflation accounting there is a case for extending indexing to National Loans Fund advances to provide a real cost discipline and a sensible yardstick against which to measure returns. Closer government and consumer involvement in performance targeting is overdue.

## Where profit and loss don't measure performance

By Andrew Likiernan

ONE OF the best loved sporting seasons in the British economic calendar has just come to an end. All the nationalised industries have now reported. The chairman have congratulated their teams or sternly talked about the need to play better next season. Of the same, ministers and the press have earnestly discussed deterioration or improvement. Yet almost all the judgments about the season's performance are based on a number which is completely inappropriate to give signals about how well an industry has done—the announced profit or loss figure.

Take the much-trumpeted British Airways turnaround from a £544m loss in 1981/82 to a profit of £77m last year. Great has been the rejoicing as ministers have seen the possibilities of privatisation sooner rather than later. But, on examining the figures, a rather different story emerges.

The £544m included "extraordinary" debits of over £400m and these, according to the relevant accounting standards, are not supposed to be included in the ordinary profit for the year. Anyway, both figures are after interest charges which are outside management control. Taking the figures before these items the turnaround was not last year at all, but the year before.

A closer look at the figures reveals that, although the management has done well, it is not certain whether the airline was even making a profit last year. The chairman himself has said that additional depreciation is required to ensure that the value of the business is not eroded by inflation. However, none of the above figures incorporates this adjustment.

Contrast British Steel's figures. Last year it reported a slight increase in losses from £339m to £368m. Closure

costs were excluded. Yet according to accounting standards, these "exceptional" items should have been included to give an increase in loss from £504m to £872m. Over the past four years the profit difference would have been no less than £2.3bn.

None of this will come as a surprise to the key participants in this particular sport. It is the same game played by large private sector organisations, where ingenious treatment and use of profit figures is commonplace. And the chairman and finance directors of the nationalised industries, who are as capable as any in the private sector, are well aware of what is possible. But these issues become a matter of public concern when the figures relate to publicly owned industries, where crucial decisions are based on them. The indications here are not encouraging—the pronouncements of some ministers and

most wage negotiators show that they often do not understand what the figures mean.

It is, of course, always difficult to interpret any set of profit figures without looking at what lies behind them. Is it efficiency and careful management which has improved the results or events outside management's control? Quite apart from such judgments, there are three sets of factors which need to be taken into account.

● The treatment of inflation, which is as controversial an issue in the private sector. But for nationalised industries the current position amounts almost to a state of anarchy (see above).

● Accounting problems common to the private sector but made much worse by the complex nature of the nationalised industries. For example, nuclear reactors or Waterloos Station are genuinely very difficult to

value, and who yet really knows what the provision should be for the decommissioning of the nuclear reactor?

● Factors peculiar to nationalised industries. Complications arise because there is no agreement about why most industries are in the public sector, any way. It is clearly not to make as much profit as possible. British Gas profits, for example, must be affected by the Government's decision first to raise gas prices and then to impose a levy. And if cheap coal is not imported because of a special deal with the miners, electricity profits will suffer.

All this would be irrelevant if nobody took any notice of the profit figure, if all the necessary adjustments were made or if other key figures were used with profit or loss to judge performance. On the contrary. The profit figure is increasingly quoted,

reflecting the Government's emphasis on private sector practice.

But the message from the profit figure is about to become even more misleading if, as predicted in a Financial Times editorial, titled "Accountants lose their nerve", on September 8, the accountancy profession moves smartly backwards on adjusting accounts for inflation. Since the profit figure will continue to be used to measure performance in State-owned industries with such a high public profile, the Government cannot allow backwoods pressure-groups in the accountancy profession to decide the issue. It should insist on full inflation adjustments and give clear guidance on the interpretation of the rest of accounting practice and standards to restore the credibility of the profit figure.

Andrew Likiernan is a senior lecturer at the London Business School.

## Men &amp; Matters

## Portes' ambition

An American economist, Richard Portes, who, at the age of 31, persuaded a London university college to establish a new postgraduate department and was one of the two professors in charge, is clearly quite an achiever even by transatlantic standards. So it is not altogether surprising that the same American, 10 years on—has managed to raise £750,000 with the help of such unusual donors as the Bank of England in order to establish a new independent research centre—to be called the Centre for Economic Policy Research.

For Portes, who looks even younger than he is when he can keep his devoted to gourmet food in check, it is the consumption of what amounts to an Anglophile love affair.

Born and raised in Chicago, and educated at Yale, he arrived at Balliol College, Oxford, as a young postgraduate. There he worked closely with Thomas Balogh from whom he got his first imp-eye view of the workings of the British establishment.

He became as fascinated as his mentor, although not as cynical—but when he tried to tone down some of Balogh's famous "barbed footnotes" he found the Treasury's favourite hate figure laboriously removing his corrections with an Indisrubber. "I am too old to change," Balogh explained.

He broadened his field to the whole of the Common world, and thus was on hand as the leading academic expert when the bankers suddenly needed to know whether they would ever get their money back from Poland.

Those were only part-time distractions, however, from a more esoteric career as a macro-economist, moving from

Balliol to a teaching job at Princeton, and then on to his professorship at Birkbeck. More recently he has added a part-time professorship in Paris to his portfolio.

Before boarding a plane for Paris at the weekend en route for Warsaw, Portes confessed to yet another ambition. He wants to privatise Whitehall policy research, and then go public with the results.

"We can do it cheaper," he says "and better." That is not, one suspects, quite what our leak-sensitive prime minister has in mind.

By the way, Portes' new centre should not be confused with the Conservatives' think-tank, the Centre for Policy Studies, which is in the process of being revamped with an enlarged board in order to serve Mrs Thatcher's needs more directly.

## Star turns

With metals men from all parts of the world arriving in London this week for the annual ritual of conferences and junkies—culminating in the London Metal Exchange dinner—the London hosts have been girding their loins. Some, indeed, have it ringed on their calendars as "civvies week."

One of their number, Daniel Pallant, a director of Commodity Consultants, is anxious to spare them the worry of studying the markets—an unwelcome distraction from the delights of the social round. Pallant firmly believes that metal trading is best conducted by recourse to astrology—and claims he has well-satisfied clients to prove his point.

A conjunction of the moon and Saturn on Friday has had made, uncomplimentary remarks about the city in the past. His attraction was that he was a late but firm convert.



over the weekend may result in the overall market picture being "bearish."

Nevertheless, the heavens tell him that copper prices should continue to rally in the first part of the week.

Metals traders who see stars this week can, it seems, claim it is all in the line of duty.

## City blues

Tony Arrowsmith, the ad agency man behind Birmingham Council's campaign to change the image of Britain's second city, is getting irritated with the sniping about the choice of George Melly to promote its leisure activities.

Everyone, he says, knew that writer and blues singer Melly had made uncomplimentary remarks about the city in the past. His attraction was that he was a late but firm convert.

But Arrowsmith does confess that his company, Charles Barker Black and Gross, was posed a problem by its initial market research. "Well informed business" (the target market) when asked, could identify only two personalities with Birmingham—the actress Beryl Reid (Marlene of the his earrings) and Janice ("I'll give it five of Thank Your Lucky Stars"). "We didn't think they quite fitted the aims of the campaign," says Arrowsmith.

## Gloom dispelled

"I don't think there ever were any good old days in the past. I think the world will be better in 50 years than it is now, and that it is better than it was 50 years ago."

Dr Henry Kaufman, the resident economic sage at Salomon Brothers, the New York investment bank, summed up his philosophy thus at a Rotterdam symposium at the weekend held by Robeco, the self-effacing Dutch investment trust group (which nevertheless claims to be the biggest outside the U.S.) to mark its 50th anniversary.

Kaufman refutes the image of Dr Gloom with which he has been tagged by some financial writers. He thinks there is no reason why equity markets should not go on growing more or less for ever at the rate they have been growing in the past few years.

## Sea chase

From a brochure issued by a California travel agent: "This is a cruise for the young and the young in heart—12 glorious days enjoying your birthright as an American: Life, Liberty and the Happiness of Pursuit."



Thistle Hotels' Business Services. An impressive package that must look irresistible to the businessman. Service through Trampcard. Recognised as the best hotel discount card around, offering 10% off the total bill, and a whole lot more.

Service through ConferencePlan. Well planned conference suites with full audio-visual and staff back-up.

Service through IncentivePlan. Incentive vouchers in small or large denominations, redeemable against anything from a single meal to a sumptuous weekend.

Service through Corporate and Contract Rates. Up to 20% volume discounts for regular company clients, available at most Thistle Hotels.

And that's not all. To learn what else is in the package, drop your business card into an envelope and send it to: Thistle Hotels Ltd, Freepost, London W8 5BR.

For information and reservations at 39 Thistle Hotels, and 400 affiliated hotels worldwide, ring 01-937 8033.

**THISTLE HOTELS**  
Business Services for the Business Executive.

Observer



## HONG KONG

## End of the road for Carrian

By Robert Cottrell in Hong Kong

## Lombard

## More ideas on those debts

By Samuel Brittan

A SINGLE hand-written line appeared on Saturday morning in the record of winding-up petitions held with the registry of Hong Kong's Supreme Court. It noted the filing of a petition number 241, against a property company called Carrian Investments Limited. The previous line recorded a petition filed on Friday against the China Underwriters Life and General Insurance Company, a subsidiary of Carrian Investments.

The first legal steps were being taken towards what may prove one of the world's largest and most complex bank liquidations involving total debts currently estimated at U.S. \$1.2bn.

The Carrian Investments petition is being sought by Bankers Trust, whose Hong Kong manager, Mr. Valdemar Bechtel, attended a High Court hearing in chambers on Saturday at which three accountants were appointed as provisional liquidators.

While the winding-up hearing took place, other Carrian business was being transacted against a different legal background. Inside Leichikok detention centre, on the Kowloon side of Hong Kong, a board meeting was being held by Carrian Holdings, the unquoted parent company of Carrian Investments.

Mr. George Tan, chairman, and fellow-director Mr. Bentley Ho, were being detained pending the raising of bail granted them while facing charges under Hong Kong's Theft Ordinance.

The board meeting heard the resignations of Mr. John Marshall and Mr. Rod Bell, who left the Hong Kong affiliate of accountants, Waterhouse in 1982, to take senior managerial jobs at Carrian. It also heard that Wardley, merchant banking arm of the Hongkong and Shanghai Banking Corporation, was resigning as financial adviser to Carrian Holdings, and that Hambro Pacific, Hong Kong arm of London merchant bank Hambro, was resigning after seven months as financial adviser to Carrian Investments.

The end of the road has been reached, one year after Carrian Investments' first reported "liquidity difficulties", and nine months after its shares were suspended on Hong Kong stock exchanges. The question now is not whether there is anything left for shareholders, but how



much of their loans bankers can hope to recover. For Carrian Investments, which enjoyed a meteoric four-year rise through the Hong Kong property boom-and-bust.

It is too late now to undo the financial damage which Carrian's collapse may have done, but the full consequences of that collapse are only slowly being publicly acknowledged. Malaysia's Bank Bumiputra is believed to have the largest exposure to Carrian-related debt, perhaps of more than \$500m. The Hongkong Bank group has a smaller, but probably substantial exposure.

The affairs of Carrian and other local companies are now likely to jolt the Hong Kong Government into requiring public companies to disclose their ownership and share dealings. The Hong Kong stock market may, as a result, lose some of its free-wheeling character.

It must also be worrying for Hong Kong to face a prolonged and public inquiry into a spectacularly crashed conglomerate at a time when its future is under negotiation between Britain and China, during which Britain is arguing that Hong Kong's present structure is so efficient and healthy as to demand absolute preservation.

It seems likely that legal proceedings against Mr. Tan and Mr. Ho could last anything between six and 18 months. Mr. Tan is charged with making

false or misleading statements as a company director. Mr. Ho faces the same charge, plus an additional one of false accounting. The charges relate to elements of Carrian's 1981 annual report. Both men deny the offences.

Bail was granted them following a one-day magistrate's hearing and a two-day High Court review in chambers. Mr. Ho's bail is set at HK\$1m. Mr. Tan's bail is undisclosed, but the sum was "substantially increased" from the HK\$2m originally set by magistrates.

Mr. John Bremridge, Hong Kong's Financial Secretary, has characterised the property boom years as days in which all the merchant bankers were giving new EMW's. New, aggressive young merchant bankers wanted to make business, and property firms wanted to borrow to finance speculative projects.

Since no Hong Kong company is legally obliged to say who owns it, bankers were not particularly dismayed by Carrian's reticence on that score. Some asked for loan security, and got it—in the shape of shares and property whose market value now is a fraction of its potential valuation two years ago.

As an indicator of how the property boom boosted Hong Kong lending, local published syndicated loans—virtually all to property companies—leapt from HK\$1bn in 1979 to HK\$3.5bn in 1980 and to HK\$12.5bn in 1981.

Mr. George Tan, according to

court hearings last week, is 49. When in April he was arrested and held by Hong Kong's independent commission against corruption, he surrendered three passports—Singaporean, Paraguayan and Tongan. He came to Hong Kong in 1972, according to Carrian documents on a three-month visa which he overstayed. He then worked for a prominent local family, the Chungs, whose own property firm, EDA, is now in liquidation.

Together with associates, Mr. Tan dealt modestly in Hong Kong properties, carrying price tags of perhaps HK\$2m to HK\$30m, through the mid-1970s. There was little to fore-shadow the quantum leap in Mr. Tan's operations in 1979 when he founded HK\$700m to take over a quoted company, Mai Hon, and renamed it Carrian Investments.

In 1980, he found HK\$900m to buy an office block, Gammon House, which he soon resold.

As Carrian Investments grew, it bought one-third of a local bank, a majority stake in an insurance company, Hong Kong's fourth-largest shipping fleet, Grand Marine; a large headquarters building and a diverse property portfolio. Typically, it paid well over book or market value.

Clearly, Mr. Tan was in effective control of the Carrian Group. But its ultimate shareholders remained a mystery. Carrian Investments' unquoted parent, Carrian Holdings, was owned in turn by a nominee company. Local gossip linked

Asian politicians and the Moscow Narodny Bank with the group. Investors' enthusiasm was spiced with the thought that they might be piggy-backing on majority shareholders far richer than themselves.

In fact, bankers and shareholders themselves appear to have been the supposedly mysterious source of Carrian's ample funds. Between August 1980 and June 1982, Carrian Investments' shares in issue rose from 24m to 1bn, with half the new share issues used to acquire assets.

Bankers, meanwhile, were lending both to Carrian Investments, the quoted company, and Carrian Holdings, the unquoted parent. Carrian Holdings' main asset, its majority stake in Carrian Investments, was available as collateral.

As Carrian grew in size, so it did in complexity. It spawned literally dozens of subsidiaries and associates, re-labelling in such exotic names as "Smartmoney Ltd.", "Eager Earning Ltd." and "Extra-dollars Ltd."

At its peak in 1981, Carrian's origins, ownership and rationale remained—despite the extent of the group's activities—mysterious but if that mystery helped Carrian grow, so it also contributed to Carrian's decline.

For almost a year after Carrian first declared "liquidity difficulties" in October, 1982, bankers struggled to obtain a clear and complete picture of

the group in order to assess the feasibility of a debt reconstruction. Some things gradually became clear: Carrian was based on borrowed money, put to effective use through the trading of assets on down-payments and deferred terms; group assets were almost wholly pledged against loans; Carrian Holdings contained virtually nothing except Carrian Investments shares; and one of the group's largest and earliest lenders was Bank Bumiputra Malaysia, operating through its Hong Kong arm, Bumiputra Malaysia Finance. Carrian's "liquidity difficulties" amounted to having encumbered its assets so totally that it could no longer borrow new money, while declining property and share prices were causing lenders to ask for a topping-up of security on existing loans.

Bankers, believing they might stand to lose more by liquidating Carrian than by reconstructing it, negotiated until mid-September this year with the group and its advisers. But, just as they were being asked finally to agree a debt reconstruction deal, a highly-publicised four-day police raid on Carrian's headquarters, beginning on September 10, shattered sentiment and effectively torpedoed the bail-out.

It was left to Crown Prosecutor, Mr. Warrick Reid, to present publicly, at last Tuesday's court hearing, the latest official understanding of Carrian's debt position. Amounts owed by the Carrian Group companies included in the debt reconstruction scheme totalled some HK\$ 6bn. But the books of Bumiputra Malaysia Finance showed loans considerably in excess of those documented.

Carrian Group liabilities, were never going to be fully repaid or serviced, and that bankers should be made to recognise reality by writing down the value of their loans, perhaps according to some estimate of their true market value.

Why did Bumiputra lend what now seems to be more than US\$ 500m to finance the man's inspiration? And why to George Tan? These are the enduring questions in the Carrian mystery, which even one senior Carrian executive cannot answer. "It has been particularly interesting," he said yesterday, "over the past month to have people explain to me exactly what has been going on."

THE City University Centre for Banking organised last week a conference on Financial Crises and the World Banking System.

A round-table discussion on the international debt problem was chaired by none other than Mr. Peter Middleton, British Treasury Permanent Secretary, who did his best not to make direct policy pronouncements but did nothing to discourage the more unorthodox thoughts.

The present and orthodox approach to the debt problem was very clearly presented by Prof. Richard Sargent, of the Midland Bank, who summarised it as "rescheduling, retrenchment and recovery." The retrenchment is to be carried out by the debtor countries on lines worked out with the IMF.

"Rescheduling" is not a complete description as it includes new money to enable the borrowers to repay the interest on existing debts. "Recovery" refers to the recovery of the industrialised world which, it is hoped, will boost the earnings of the developing countries and enable them to service their debts without too many more emergency operations.

This prospect depends on protectionism being held sufficiently at bay to enable the debtor countries to sell more of their exports in the West.

The heretics comprise Dr. Anna Schwartz, the distinguished U.S. monetary historian, Prof. Allan Meltzer of the shadow Open Market committee and a real central banker, Dr. Kurt Schilke of the Swiss National Bank. They argued that many of the overseas debts were never going to be fully repaid or serviced, and that bankers should be made to recognise reality by writing down the value of their loans, perhaps according to some estimate of their true market value.

Dr. Schilke seemed to have in mind the generalised writing down of loan portfolios which some Swiss and German banks have already carried out. The academic speakers envisaged case by case arrangements in which debtors had their payments formally reduced. Prof. Meltzer was also keen on transforming debt into equity, e.g., in the shape of ownership of Latin

American banks and businesses.

We had the fascinating sight of monetarist economists criticising the IMF for being too restrictive, e.g., requiring import cuts which reduced, for instance, trade between Brazil and Argentina to no one's benefit. They also stressed that a debt write-off would reduce the foreign exchange outflows of debtor countries far more effectively than IMF-led rescheduling. The biggest obstacle to such a write-off was, indeed, the IMF rescue operations themselves, which encouraged banks to suppose that their loans could be treated as being really worth their face value.

There is clearly a possibility that a debt write-off will wipe out all the net worth of some individual banks. But we must not fall for the line which identifies world financial stability with the continued existence of every individual bank and the prosperity of its shareholders and management. Small depositors would in many cases be protected by deposit insurance arrangements, and banks in trouble could be taken over by others who would accept a fairly large proportion of their liabilities. But an approach along these lines is only acceptable if Central banks are really able and willing to step in as lenders of last resort to maintain the liquidity of national banking systems. The present delphic silence on this topic would have to end.

Having gone as far as we have on the orthodox rescheduling route, it would be unwise to wind up IMF rescue activities at present. But the existing approach could run into trouble in a number of areas. For instance, in the next recession or even earlier if U.S. interest rates rise in 1984-85 by more than the dollar falls. A showdown could also be precipitated by borrowing countries suspending interest payments. Thus, there is an overwhelming case for contingency plans for a debt write-off. This will not, of course, be the preferred solution of the banks themselves, which are at the end of the day profit-maximising institutions, seeking official favours where they can, and not platonist guardians of the public interest.

## Letters to the Editor

## Strength of the dollar on the foreign exchanges

From the Chief Economist, Capel-Cure Myers.

Sir—I wish to support Samuel Brittan against Professor Pearce and Dr. Thomas (October 5). They argue that the strength of the dollar on the foreign exchanges can be put down to the supply of new dollar deposits drying up owing to a reduction in trade surpluses (presumably, referring to the Organisation of Petroleum Exporting Countries). This leads to a shortage of dollars which, through the usual forces of supply and demand, will cause a rise in the price of dollars—the exchange rate.

This argument strikes me as fallacious. There is no way that banks, Eurobanks or others, are left with a net shortage of dollars. This is because, if Open (or other) trade surpluses diminish, other countries will experience either higher sur-

pluses or lower deficits. Thereby, either other countries increase their flow of new dollar holdings or are able to reduce their dollar borrowings. Either way, banks as a whole have experienced no net shortage of dollars. At a different level, changing patterns of surpluses and deficits could contribute to an explanation of dollar strength but the argument would rest on the different possible preferences (with regard to both assets and liabilities) as between currencies of the countries undergoing changes in their trading balance. But it is far from clear that the evidence would support such an argument and in any event Professor Pearce and Dr. Thomas do not appear to be pressing this case.

Samuel Brittan is surely right in pointing out that the strength of the dollar was unforeseen "by any Government or inter-

national organisation or any school of economic thought." This does not imply, however, that it is impossible to advance *ex post facto* explanations which are compatible with untested schools of economic thought.

But the most convincing argument, in my view, is that dollar strength is due to the attractions of dollar assets based on three connected factors: high U.S. interest rates, confidence in dollar assets and worries about other financial assets in a period of considerable financial and economic instability on a world scale (the "safe haven" argument). This is a far cry from the esoteric argument advanced by Professor Pearce and Dr. Thomas.

Roger Boodle, Capel-Cure Myers, Both House, Holborn Viaduct, ECL.

## Policy for roads in England

From the Chairman, Highways Committee, West Midlands County Council.

Sir—The article by your Transport Correspondent on the White Paper (September 28) needs to be read in the context of what is actually happening in metropolitan counties such as the West Midlands.

Since 1974 metropolitan counties have been responsible for all roads in their areas and because the county council is also the passenger transport authority a considerable degree of integration of road and public transport planning and provision has been achieved. Greater London Council, which was established under different legislation, is highway authority for metropolitan roads only while the majority of roads in London are looked after by the London boroughs as highway authorities in their own right. It follows that the process of integration will not have been as straightforward in the GLC as it has been in the metropolitan counties.

In terms of achievement my county has consistently achieved government targets since the introduction of the expenditure were introduced for 1981/82, as the following figures for the transport block demonstrate:

	Allocation received	Expenditure achieved
1981-82	20.4	20.2
1982-83	27.9	31.6
1983-84	39.4	40.0 (projected)

In all, some £70m has been spent on capital road schemes in the past four years, and we expect to spend over £30m in 1983-84. But these levels of spending need to be increased still further if we are to tackle the chronic problems of areas like the Black Country, and this is why the council has shown a willingness to consider the use of private-sector finance for major initiatives such as the Black Country route.

The Government is right to place greater emphasis on urban road needs and to look for decisive action to meet and, but it seems an odd way of proceeding to abolish the agencies that are best placed to produce the desired result.

(Cly) L. A. Clark, County Hall, Lancaster Circus, Birmingham.

## Tenders and cheques

From Mr. G. Blunt.

A tender is an offer to buy what is tendered for at the chosen tender price. If rejected, the seller has no right to use the tenderer's money; he may take time to consider all the tenders and delay acceptance until cheques are cleared. But to cash cheques for refused tenders means the seller is using money for which he is not giving any value.

Tenderers should attach a note to their cheques making their encashment conditional on acceptance in part or toto. If all tenderers did this, no misuse of their funds could take place. G. Blunt, 5, Priory Crescent, Wembley, Middlesex.

## Offer for shares in BP

From Mr. C. Perry.

Sir—I should like to be allowed to reply to the letter from the secretary of British Petroleum (September 28) as matters of far-reaching significance are involved.

Mr. Wedgbury says my comment (September 22) "appears to be based on a misconception. Section 38 of the Companies Act 1948 does not apply to this offer for sale since the prospectus has not been issued by or on behalf of BP." But the offer document was supplied by BP's

directors who said: "... that there are no other material facts the omission of which would make misleading any statement herein, whether of fact or opinion, relating to the group." All the directors accept responsibility accordingly. As company secretary, Mr. Wedgbury has not of course denied the thrust of my statement: "The public is being invited to subscribe for shares on the basis of the directors' accounts instead of those of a legal entity."

The provisions of the 4th Schedule to the 1948 Act to which I referred, apply to the contents of a report by the auditors: "Matters to be specified in prospectus." One of the documents issued (for United States purposes) was headed "Prospectus." If BP is saying because the offer was not issued by the company its directors state that unimpaired millions of pounds have been written off for goodwill when the item has not been written off in any individual company. This deception is now required within the provisions of the Companies Act 1981. I think the law-makers did not understand the economic consequences of their actions. This is why I say the issuing company's balance sheet should always be given in offer documents and why it is so necessary the offer for BP shares must not assume an authority in precedent, by whatever yardstick.

Colin Perry, The Pound, Church Road, Queensington, Cirencester, Glos.

# "Your low cost Business Class fare to Australia is my greatest handicap Qantas!"

"Once upon a time my only visitors to peaceful Australia were birds and eagles. But those days have flown. Because now you're offering so many extras to Business Class passengers it's hardly surprising I'm against you, Qantas."

"First in my pecking order is the cost. A mere 10% more than Economy. And that's not all."

"There's separate check-in, priority baggage collection, and the same 30kg luggage allowance as First Class."

"Wider seats with more legroom and extra recline, which are never more than one place away from the aisle."

"All in a private compartment with an exclusive coat closet and its own cabin staff."

"Add to this the ever-open bar, plus a menu that would put First Class to shame on many airlines, and it's easy to tell why we Koalas are so often below par!"

**QANTAS**  
The Australian Airline.

Daily from London. Via Bahrain and Singapore. Twice a week from Manchester. Via Amsterdam and Bangkok.



**HIRB**  
The best selling  
Lorry Loaders  
in the world  
Tel: 01-955 6588  
George Cohen Machinery Ltd., 25 Soudham Rd., London NW10

# FINANCIAL TIMES

Monday October 10 1983

The world's  
leading distributor  
of earthmoving  
equipment  
**BLACKWOOD HODGE**

## Terry Byland on Wall Street Electricity stocks in limelight

A POWERFUL upsurge in U.S. electrical utility stocks over the past six trading sessions has caught Wall Street by surprise - even those analysts who had been recommending the stocks since earlier in the summer.

There was some profit-taking on Friday but this still left the Dow Jones utility average, made up of 15 stocks weighted towards electrical rather than natural gas suppliers, at its highest level since November 1982.

On a day on which IBM and the other stars were in sparkling form, Allegheny Power System, a supplier of electricity in Pennsylvania, did well to feature in the list of most active stocks.

The off-the-cuff reason for the surge in utility stocks is that they are what Wall Street calls "an interest rate play." Traditionally they have been heavy borrowers in the capital markets whose earnings have been unable to keep up with inflation. Now, with U.S. long-term interest rates and inflation beginning to fall, the sector's earnings can be expected to rise.

The attractions of the stocks have been enhanced by their relatively poor performance in the first year of the bull market. Now that the U.S. industrial recovery is well established, utility companies should see demand rise strongly. Allegheny Power, for example, sells more than 70 per cent of its output to industrial and commercial customers.

But the suddenness of the upturn in stock prices suggests that Wall Street has identified more specific factors justifying a re-rating for the sector.

Mr Barry Abramson, senior analyst on the industry for Merrill Lynch, Capital Markets, pinpoints the future construction and therefore financing needs of the industry as the major factor.

Construction expenditure is a significant factor on earnings, and Mr Abramson comments that the heavy construction programme of the past decade means that such expenditures are now about to decline.

A survey by the Edison Electric Institute shows that construction outlays for the industry, including the natural gas producers, will peak at \$30.1bn this year and then decline to settle in the \$25bn to \$26bn range until the end of the decade.

Mr Raymond Moore of E F Hutton estimates that the utility companies will be able to finance an increasing percentage of this reduced capital expenditure from their own resources and without needing to go to the capital markets. He forecasts that net funds available in company balance sheets are about to rise sharply from \$8bn this year to \$10.2bn next year and \$18.7bn by 1987.

Cash flows at these levels would have considerable impact on utility companies' earnings. Moreover this relative freedom from any need to raise debt would offer an answer to one of Wall Street's underlying doubts on share prices.

Friday's modest dip in utility stocks followed suggestions from some analysts that a spate of new share issues from the major companies would hurt stock prices later this year and next.

But the E F Hutton analysts believe that many companies could be in a position to buy stock in 1987, with common stock financing disappearing from the scene for a while. Merrill thinks that only about half of the top 21 companies have plans for share issues in the near term.

Both firms urge more selective buying of utility stocks with more attention paid just off Manhattan, to tempt investors with a 12 per cent yield but sell at only six times earnings.

The lesson urged by the analysts is that the interest rate play may not be the only factor where electrical utilities are concerned.

Better to concentrate on good quality stocks whose earnings and dividends - and stock prices - could rocket as profits rise and financing needs fall, than simply to buy the sector and sit back and wait for inflation to fall.

## Iraq waits for French jets to back oil threat

BY DAVID MARSH IN PARIS AND REGINALD DALE IN WASHINGTON

IRAQ, which is now expected to receive delivery of five French advanced jet fighters, yesterday said it would block Iranian oil shipments unless it is allowed to export its own oil through Gulf waters within striking distance of Tehran's forces.

The warning follows France's apparent decision to deliver five Super-Etendards capable of carrying Exocet missiles. The aircraft were yesterday believed to be on their way to Baghdad, the capital of Iraq, for possible immediate use in the two countries' three-year war.

Mr Tariq Aziz, Iraq's Foreign Minister, said in a newspaper interview that Iraq would not allow "this freak situation to continue any longer." Iraq's oil terminals on the Gulf have been out of action since the start of the war.

The Paris Government was yesterday maintaining silence on the affair. Other Western governments fear that the move - the fulfilment of a controversial weapons contract agreed in the early summer - could spark off Iranian retaliation against western oil tankers in a further escalation of the three-year-old Gulf war.

President Francois Mitterrand agreed last month to hold up delivery of the planes, originally scheduled to leave France in mid-September.

This was partly to counter criticism from governments, and oil companies in the U.S. and Britain. They fear that the Super-Etendards capable of carrying the Exocet anti-ship missile, could be used against the Iranian oil terminal at Kharg Island, which could in turn spur

Tehran to close the Gulf to western oil fleets.

According to the French national news agency, AFP, the planes took off on Friday from the French air and navy base of Landivision in north west France, where Iraqi pilots and technicians have been training for several months.

French Government and military officials refused to confirm or deny the start of deliveries. M Charles Hirsch, the Defence Minister, declined to comment, saying only that the affair should be referred to "in the conditional."

Iraq was reported to have told the Reagan Administration in recent weeks that it intended to use the aircraft to bring the war to a head. The Iraqis were running out of time and believed that they needed to precipitate an end to the war, U.S. officials said at the weekend.

While some Washington experts believe that Iraq's main aim is to increase pressure on Iran to end the war by merely threatening to use the Super-Etendards, the Administration has tended to take the view that Iraq is serious about the attacks. It was not known, however, what, if any, strings Paris has attached to the aircraft's use.

At the end of last month the State Department reiterated earlier warnings that the U.S. would "view with grave concern" any attempt to interfere with commercial traffic in the Gulf.

Washington has so far failed in its search for ways of seriously influencing the course of the war - although a U.S. aircraft carrier battle group was yesterday reported to be

heading for Indian ocean waters outside the Gulf.

Mystery yesterday surrounded the whereabouts of the planes. The Super-Etendards, manned initially by French pilots, were thought to have been flown to a base in southern France in preparation for their final delivery.

It was not clear, however, whether the planes would be flown directly to Baghdad - an operation which would require stops or mid-air refuelling on the way - or whether they would be dismantled and shipped.

This latter option, which was earlier considered a strong possibility, would mean that the fighters would not become operational for several weeks.

The planes were originally built for the inclusion in the large Super-Etendard contingent used by the French navy. They are being "loaned" to the Iraqi Government under a mysterious agreement which became public in June but which has never been officially confirmed in Paris.

France has already supplied Baghdad with Mirage F1 jets, tanks, Exocet missiles, anti-tank weapons and helicopters. The Tehran Government, which appears to have given support to Armenian groups responsible for recent terrorist attacks in France, has threatened reprisals against France if the Super-Etendard deal went through.

The Super-Etendard equipped with Exocet missiles became well known through its use by Argentine forces against the British Royal Navy in last year's Falkland war.

## ICI claims major advance in fibre technology

By Anthony Moreton in London

ICI FIBRES has launched a new fibre, called Tactel, which it claims to be the biggest advance in fibre technology since textured polyesters in the early 1960s. Mr John Lester, chairman of the division, claimed that the company's Harrogate headquarters yesterday that ICI had a three-year lead over its competitors since the move had taken them all by surprise.

Tactel is part of the family of polyamide fibres of which the most famous is nylon. "Tactel has given us a new generation of fibres," Mr Lester said. "Development of nylon has stood still for 30 years, but Tactel is a major success for ICI Fibres and is a major opportunity for the European textile industry."

"For years manufacturers have been captivated by polyesters and what we have done is to apply what we know about polyester to the nylon family."

The result is a yarn with a cotton-like feel which has the aesthetics necessary to appeal to the large and expanding market for leisurewear clothing.

"Tactel is the most exciting development for years and certainly the most important since the development of polyester technology about 20 years ago."

The new fibre has been developed at ICI Fibres' research laboratories in Harrogate over the past three years, and has gone into production at the company's plants in Pontypool in South Wales and Ostringen, outside Heidelberg, in West Germany.

Tactel was launched quietly at Leicester at the start of last month, and almost simultaneously at a sports fair in Munich. It was also on show in made-up garments at the big Fairtex show in London last week.

Reaction from buyers is said by the company to be "very good" with "quite significant" orders already received.

The importance of the new fibre is that it is claimed to overcome the aesthetic disadvantages associated with nylon while retaining the better characteristics.

Tactel now gives ICI Fibres a yarn which the weavers can make into garments having a cotton-like look and, because of its properties, into garments where stretch is an important factor.

A fibre for the 21st century, Page 9

## THE LEX COLUMN Traffic lights on Throgmorton St

The 4,000 members of the London Stock Exchange have been treated over the past month to a lobbying campaign which would have done justice to Capitol Hill. Like recalcitrant Congressmen, they have been cajoled to toe the line and vote for measures unanimously recommended by their administration, the Council of the Stock Exchange.

Technically, members will be meeting tomorrow afternoon to vote on constitutional changes which boil down to the question of whether outsiders should have a say in the administration and membership of London's central securities market. This in itself is, or certainly should be, an uncontroversial matter. The need for lay members has long been recognised by other stock markets and, for that matter, by other financial markets in London.

In practice, however, tomorrow's vote will help to determine the future direction of the London Stock Exchange. Members are being asked to underwrite the deal struck in July with the Government and to express their confidence in the Council collectively and the exchange's chairman in particular.

Sir Nicholas Goodison and his colleagues look assured of obtaining the necessary 75 per cent majority for the proposed constitutional changes. But, to judge from the views being expressed in the City of London last week, many members will be giving their consent with ill grace. In part, their resistance stems from the natural conservatism of a body which finds the present arrangements both remunerative and cosy. A debate which has embraced such broad questions as the national interest may well appear remote to a group whose principal concern has always been its own self-interest.

Some members will undoubtedly be concerned about the detail of the deal itself and the way in which it was struck. Neither the long time-table afforded to the stock exchange for the phasing out of fixed commissions nor the Government's insistence on retaining single capacity looks well judged. Moreover, the role of the Bank of England and Department of Trade and Industry in the exchange's development is still unclear. The distinction between a monitoring and a regulatory authority is not a fine one in the eyes of members.

Some may genuinely feel that their interests would be best served by sending the issue back to the Restrictive Practices Court, which could very well happen if the constitutional proposals were defeated. Others may wish to register a protest against a deal which they believe was struck behind their backs and has since been ineptly presented.

Certainly the Council might have made a greater effort to explain the specific repercussions which members may expect from the abolition of fixed commissions, and how these would be handled.

Yet to return to the court now would be utterly disastrous. The envisaged removal of fixed commissions will admittedly create upheavals but there is nothing to be gained by delay. Quite the reverse. Whatever the stock exchange may decide, the London securities market is already moving towards the Wall Street model and, if anything, the momentum has quickened since the deal with the Government was struck.

By keeping the commissions issue on ice for perhaps another two years, members would only be storing up more trouble for the future. The path recommended by the Council is a hazardous one, but the court might dictate an even less palatable set of rule changes. And by the time they came to be implemented, the central market could already have fragmented.

Moreover, it is extremely important for the stock exchange to stay in favour with the Government. For members to reject a deal which was criticised even on the Tory benches as a sell-out to City interests would quite rightly create a storm of public and parliamentary indignation.

The exchange will need government support in the future, notably on the question of the EEC rules on securities markets, which pose a direct threat to single capacity. To alienate this Government would make a satisfactory resolution of that issue all the more difficult and would increase the chances that a Government of a different colour might impose on the stock exchange what it most dreads - a British version of the Securities and Exchange Commission.

Finally, it would be dangerous for members to set out on this path of change in disarray. If a consensus cannot be reached on the first step, what chance is there of successfully tackling the problems of single capacity, investor protection and corporate membership which will most certainly follow? It is therefore of

great importance that members not only back their Council tomorrow, but that they do so by an overwhelming majority.

Habitat/Mothercare  
Lawyers and estate agents have been working overtime for Sir Terence Courran these last few weeks. The lawyers burned their way through a bucket of midnight oil last week to complete by Friday his purchase of the Richard Shoppe chain from an impatient Hanser Trust. But it was the paperwork to the property men which must have sealed the deal.

By reviving Richard Shoppe property portfolio upwards from £55m to around £70m, they affirmed the attraction of the £68.5m purchase price paid by the housing company through which Habitat/Mothercare has an immediate 5 per cent stake and the prospect of control as and when it suits. This is likely to be when Richard Shoppe has achieved a sustained trading profit as distinct from the profits on sale and leaseback property deals about to start figuring prominently in Richard Shoppe's accounts.

Repayment of the holding company's £36.2m loan from Midland Bank will be a priority. The next consideration will be how to finance a computer installation and refurbishment programme costing perhaps £10m to £12m. The present buoyancy of the retail property sector suggests that this too could be met from further shop sales. The William Thompson sale last week completed the sale of 58 units to three insurance companies for an average yield of 8.5 per cent - and the yield on prime shopping sites is now nearer 4.5 per cent.

None of this is to suggest, though, that the property value of Richard Shoppe has provided a rationale in itself for Habitat's acquisition. It happens that Habitat has a central design team with time on its hands now that the group has worked its charm on the Now stores, launched a week ago.

This figure, implying pre-tax profits up from £19.3m to perhaps £32m, will owe nothing to the unconsolidated Richard Shoppe - always assuming the new management earns its entitlement to the planned buy-out of its 4 per cent stake over the next five years, leaving Sir Terence to pick up shares from Morgan Grenfell's holding in his own good time.

Conran Associates  
Marketing by design.

For over 25 years Conran Associates have provided design and marketing services to industry and commerce. We design buildings - outside and inside - shops, restaurants, offices, airports. We design products - and the packaging that helps to sell them; often we do the advertising as well. We also help to design or redefine companies through corporate programmes.

Our success and that of our clients, such as Sony, Miss Selfridge, Next, B&N, Habitat/Mothercare, British Airports Authority, Marks & Spencer, HP Foods, J. Rothchild & Co., Filkington Brothers and Searna Penney, is founded on the belief that good design produces a competitive advantage, improves productivity and generates profit.

If you would like to learn more about our services and how we can assist your marketing effort, contact David Stewart at Conran Associates on 01-240 3474. Alternatively fill in the coupon provided and we will send you our literature.

Conran Associates,  
28 Neal Street, London WC2H 9PH.  
Telephone: 01-240 3474.  
Telex: 25701.

Send to: David Stewart, Conran Associates, 28 Neal Street, London WC2H 9PH.

Published by The Financial Times (Europe) Ltd., Frankfurt Branch, represented by G.T.S. Davies, Frankfurt/Main, A.V. Davis, R.A.F. McClean, M.C. Gorman, B.A. Lawrence, D.E.P. Palmer, London, as members of the Board of Directors, Frankfurt/Main, Societas-Druckerei GmbH, Frankfurt/Main. Responsible editor: David Suggs, Frankfurt/Main. © The Financial Times Ltd. 1983.

## Mugabe steps up threat of farm seizures if UK aid withdrawn

BY OUR HARARE CORRESPONDENT

MR ROBERT MUGABE, the Zimbabwe Prime Minister, has again warned the UK Government that it will expropriate white-owned farmland if British aid is withdrawn.

Speaking at a party rally at the weekend, Mr Mugabe said his government would not tax its own people in order to meet its plans for buying back land from what he called "British settlers."

If Mrs Margaret Thatcher were to cancel British aid in retaliation for Zimbabwe's continued detention of three white Air Force officers - previously acquitted of charges of treason - the land would be seized without compensation.

At independence 3½ years ago, the British government provided £30m (£44.7m) to purchase under-used white-owned commercial farmland and resettle peasant producers. To date, an estimated 30,000

families have been resettled as part of a programme to resettle 102,000 families by mid-1985. In the last year, the programme has been substantially constrained by lack of back-up finance from Zimbabwe.

Mr Mugabe claimed that Mrs Thatcher no longer wanted to continue with the aid programme. He was sharply critical of the UK Government's appeals for the release of the three white Air Force officers, saying that British Governments in the past had ignored the plight of black nationalist detainees in the former colony of Rhodesia, and that Britain was doing nothing to help political detainees in South Africa.

British officials in Harare emphasise that the UK has no plans to cancel its Zimbabwe aid programme, pointing out that Britain is the second largest donor after the U.S.

However, it is evident that Britain would like to restructure future aid to Zimbabwe away from the present land resettlement programme, placing greater emphasis on manpower training programmes, and commodity aid schemes.

In any event, British aid to Zimbabwe stretches far beyond the land resettlement programme. It includes the provision of training officers in tax collection, in customs, in education, local government and statistics as well as the British Army training force which has been in Zimbabwe since 1980 to help train the new Zimbabwe national army.

The view in business quarters is that Mr Mugabe's strong attacks on Britain and the threat to expropriate land if aid is withdrawn, will jeopardise the country's efforts to attract foreign investment.

## UK's new attack on spending

Continued from Page 1

cutting back announced plans for 1985-86.

However, in the spending plans for 1986-87, now being discussed for a year later than the Government will have several radical options open to it.

The most important of these would be to abandon or modify its commitment to Nato to increase defence spending by 3 per cent a year in "real" terms up to 1985. It seems unlikely that any change would be made before that date, but a decision in principle must now be made for the years beyond.

Since defence costs have been rising by about 2 per cent a year for a year faster than the general inflation rate, the £16bn defence budget has been rising at about 5 per cent a year in "cost terms" in recent years. Cost terms are spending totals after allowing for the general inflation rate. They represent the cost to taxpayers rather than the volume of service provided.

One option now being put forward by the Treasury would be to redefine the Nato commitment in "cost terms" instead of the present "volume terms," which broadly

measures the number of ships, tanks, aircraft and men.

This change would put the emphasis on what Britain could afford while still maintaining a commitment to raise the total year by year. A refusal to allow the Defence Department any allowance for an increase in relative costs after next year could save some £700m in the defence budget for 1986-87.

However, the Defence Department's bid for next year's spending is still some £300m over the £17.3bn target agreed in March. The department is also unhappy about the proposed total for 1985-86, which is only 8 per cent more than the 1984-85 total in cash terms. This would allow only 3 per cent for rising costs, if the Nato commitment were to be continued.

A more radical option to be discussed by ministers would be to abandon the Nato commitment after 1985 and to hold defence spending constant in real terms thereafter. This could save around £1bn a year in cash from 1986-87 onwards.

The Cabinet will also be asked to decide in principle whether it is prepared to raise some social security and other benefits by less than the

inflation rate from November 1984. The Treasury needs a ruling on this before it can take a final decision about the Social Security budget which would otherwise reach about £39.5bn by 1985-87.

About half this total is accounted for by retirement, widows' and invalidity pensions which the Government is pledged to raise in line with inflation. However, unemployment benefits, short term supplementary benefits and the child allowance will together cost about £11.4bn in 1987.

The toughest decision of all will be about the future of the health service. Present government plans allow for scarcely any increase in provision in real terms up to 1986. The Health Department is currently mounting a strong argument against the Treasury's effort to restrict the increase in its budget for next year to 5.3 per cent, which would give it a total of £15.4bn.

The department says it needs at least 1 to 1½ per cent more than the expected inflation rate just to maintain its standards as the population gets older and medical science improves.

## World Weather

	F	C		F	C		F	C		F	C
Algeria	22	-7	Denmark	22	-7	Malaysia	25	7	Thailand	12	14
Argentina	14	-7	France	27	-1	India	25	7	Turkey	12	14
Australia	24	-7	Germany	14	-7	Japan	25	7	U.S.A.	12	14
Bahamas	24	-7	Italy	24	-7	Kenya	25	7	U.S.S.R.	12	14
Bangladesh	24	-7	Spain	24	-7	Madagascar	25	7	U.S.S.R.	12	14
Belgium	24	-7	Sweden	24	-7	Mali	25	7	U.S.S.R.	12	14
Brazil	24	-7	Switzerland	24	-7	Mexico	25	7	U.S.S.R.	12	14
Bulgaria	24	-7	U.K.	24	-7	Morocco	25	7	U.S.S.R.	12	14
Canada	24	-7	U.S.	24	-7	Nepal	25	7	U.S.S.R.	12	14
Chad	24	-7	U.S.	24	-7	Nigeria	25	7	U.S.S.R.	12	14
Cuba	24	-7	U.S.	24	-7	Pakistan	25	7	U.S.S.R.	12	14
Czechoslovakia	24	-7	U.S.	24	-7	Peru	25	7	U.S.S.R.	12	14
Dominican Rep.	24	-7	U.S.	24	-7	Poland	25	7	U.S.S.R.	12	14
D.R. Congo	24	-7	U.S.	24	-7	Portugal	25	7	U.S.S.R.	12	14
Egypt	24	-7	U.S.	24	-7	Romania	25	7	U.S.S.R.	12	14
Finland	24	-7	U.S.	24	-7	Saudi Arabia	25	7	U.S.S.R.	12	14
France	24	-7	U.S.	24	-7	Senegal	25	7	U.S.S.R.	12	14
Germany	24	-7	U.S.	24	-7	Seychelles	25	7	U.S.S.R.	12	14
Ghana	24	-7	U.S.	24	-7	Sierra Leone	25	7	U.S.S.R.	12	14
Greece	24	-7	U.S.	24	-7	South Africa	25	7	U.S.S.R.	12	14
Haiti	24	-7	U.S.	24	-7	Spain	24	-7	U.S.S.R.	12	14
Honduras	24	-7	U.S.	24	-7	Sweden	24	-7	U.S.S.R.	12	14
Hungary	24	-7	U.S.	24	-7	Switzerland	24	-7	U.S.S.R.	12	14
Iceland	24	-7	U.S.	24	-7	Taiwan	25	7	U.S.S.R.	12	14
India	25	7	U.S.	24	-7	Thailand	12	14	U.S.S.R.	12	14
Indonesia	25	7	U.S.	24	-7	Turkey	12	14	U.S.S.R.	12	14
Iran	25	7	U.S.	24	-7	U.S.A.	12	14	U.S.S.R.	12	14
Iraq	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Israel	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Italy	24	-7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Japan	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Jamaica	24	-7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Kenya	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Korea	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Kuwait	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Laos	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Latvia	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Lithuania	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Madagascar	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Malaysia	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Mali	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Mexico	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Morocco	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Nepal	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Nigeria	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Pakistan	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Peru	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Poland	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Portugal	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Romania	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Saudi Arabia	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Senegal	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Seychelles	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Sierra Leone	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
South Africa	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Spain	24	-7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Sweden	24	-7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Switzerland	24	-7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Taiwan	25	7	U.S.	24	-7	U.S.S.R.	12	14	U.S.S.R.	12	14
Thailand	12	14	U.S.S.R.	12	14	U.S.S.R.	12	14	U.S.S.R.	12	14
Turkey	12	14	U.S.S.R.	12	14	U.S.S.R.	12	14	U.S.S.R.	12	14
U.S.A.	12	14	U.S.S.R.	12	14	U.S.S.R.	12	14	U.S.S.R.	12	14
U.S.S.R.	12	14	U.S.S.R.	12	14	U.S.S.R.	12	14	U.S.S.R.	12	14

Readings at mid-day yesterday:

C-Cheney	D-Dukakis	E-Evry	F-Fair	G-Gore	H-Hall	I-Irvin
S-Santorum	U-Ulrich	S-Snow	S-Snow	T-Thurmond		



world's distributor of moving equipment

**RTS GROUP**

ROLLING TRANSPORT SYSTEMS LTD  
ROLLING TRANSPORT SYSTEMS (OVERSEAS) LTD  
ROLLING TRANSPORT SYSTEMS (UAE) LTD  
York House, Parkside Court, Sudbury, Surrey, GU1 4NL

TRACTOR-TRAILER SYSTEMS - RO-RO FLATS - CONTAINERS

SERVING SHIPS, PORTS, INDUSTRY

# SECTION II - COMPANIES AND MARKETS

## FINANCIAL TIMES

Monday October 10 1983

for stainless steel

ring HE. samson

colnbrook 3131

On St

### Swiss give Japanese bigger role

By John Wicks in Zurich

JAPANESE brokers are to be given a greater share of underwriting capacity on the Swiss capital market. This follows the sharp increase in Japanese borrowing in the form of Swiss franc private placements and long-term bonds.

The big three banks, Union Bank of Switzerland, Swiss Bank Corporation and Credit Suisse, have decided to increase from 15 per cent to 20 per cent the total quota of Japanese banks and brokers in the management of private-placement issues.

At the same time, the major bond-market underwriting syndicate, which is headed by the same three banks and which generally accounts for some 70 per cent to 75 per cent of all new long-term issues, is to invite Japanese interests to participate more actively.

Although the so-called "big banks syndicate" has been theoretically open to participants outside the original group of 10 banks and banking associations last year, only cautious use had been made of this ability to list "outsiders" among the underwriters.

It has now been decided to act more positively in this sector, where the participant Japanese have sufficient placing ability or good connections to a borrower. In fact, it appears there has been growing pressure from Japanese borrowers to include their banks and brokers among underwriters.

With regard to the increase to 20 per cent of the private-placement quota the big Swiss banks see this as a "generous gesture" in that it is not fully justified by the Japanese partners' placing ability.

Nevertheless, Swiss bankers are obviously wary of the same sort of development as has happened in Germany, with a Japanese underwriting share of something like 50 per cent.

This latest development is a further move towards liberalisation of the Swiss capital-market underwriting sector.

### CREDITOR BANKS EASE TERMS ON A RESCHEDULING PACKAGE

## Policy change aids Brazil

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT, IN LONDON

LAST FRIDAY'S announcement of terms for Brazil's \$12bn new loan and rescheduling package from commercial banks may come to be seen as something of a watershed in the international debt crisis.

For the first time creditor banks have agreed to terms more favourable to the borrower than those prevailing beforehand. In Brazil's case the loan margins are being pared by 1/2 per cent across the board and the final maturity is being extended by one year to nine years. Brazil will have to start repaying the loan after five years instead of the 2 1/2 year grace period that had been standard on Brazilian loans before.

The terms reflect a change in sentiment that first began to crystallise at last month's International Monetary Fund annual meeting. With the endorsement of their central banks, commercial banks have accepted the principle that they too must make some sacrifices in terms of cash-flow and profitability to aid the stricken borrowers.

The Brazilian terms represent a major shift in principle for banks dealing with sovereign borrowers. They are now beginning to apply the notion that a rescheduling must be on realistic terms and not gouge the borrower through excessively high margins.

Such an approach has long characterised corporate restructurings but not country reschedulings. Poland, for example, is paying a higher interest margin for the 10 year maturity on this year's rescheduling (compared with 7 1/2 years in 1982).

In cash terms the saving to Brazil will be rather small. The reduction of 1/2 per cent on the margin it is paying to reschedule \$5.5bn in debt falling due next year will save only \$7m a year in cash. Of much more use to its cash flow will be the extension of the grace period for principle repayments to five years from 2 1/2.

For the banks, however, the sacrifice is rather greater, especially when viewed from the perspective of return on capital. Here the fee

for the rescheduling comes into play and this is being reduced to 1 per cent from 1 1/4 per cent. Moreover, U.S. banks have had to square the concession with their regulatory authorities who normally insist that a loan is classified specially in their balance sheets when it is rescheduled on terms more favourable than those originally contracted.

The concession is not expected to have much bearing on the marketability of the Brazilian package, which is going to be hard enough anyway - it will involve creditors increasing their medium-term exposure to Brazil by a further 10.5 to 11 per cent. But it does, rather gingerly, break new ground on rescheduling. Other Latin American debtors are expected to look for similar, and possibly greater, concessions from their bankers when they come back for new money next year.

The rationale behind such concessions is that it makes little sense for banks to jack up the interest on rescheduled debt through high margins when they themselves are having to finance the bulk of that interest. What has become clear since the IMF meeting is that the debt crisis will last for several years and that rescue packages must therefore be as plausible and enduring as possible.

In the syndicated loan market, interest last week centred on Southern Europe where Portugal has now secured a 12-bank management group on its forthcoming syndicated loan. Portugal has been waiting for the IMF to endorse its austerity programme before going ahead with this seven-year deal which will bear a margin of 1/2 per cent over Eurodollar rates of 1/2 per cent over U.S. prime.

Banks already committed to the management group include Bank of Tokyo, Bankers Trust, Banque Nationale de Paris, Chemical Bank, Credit Commercial de France, Gulf International, Industrial Bank of Japan, Lloyds, Manufacturers Hanover, Morgan Guaranty, Standard Chartered and Sumitomo.

In Spain, the electric utility Union Electrica Fenosa is raising a \$200m, seven-year credit through Chase Manhattan. This will be the first sterling credit to incorporate a margin option over the UK base rate. Interest will be charged at a 1/2 per cent margin over interbank rates or 1 per cent over base rate.

The same borrower is raising \$30m from banks in the Middle East through Gulf International.

### 'Fantasy trades' demonstrate desire for quality paper

BY MARY ANN SIEGHART IN LONDON

ABOUT \$100m of trades were made last week in the Eurodollar bond market on deals that never existed outside the market's fantasy.

On Wednesday, rumours spread like wildfire: Deutsche Bank was leading deals for the World Bank and Canada, and dealings of the market, IBM and Coca Cola, were about to launch bonds. Precise terms appeared on the Reuters screens, much to Deutsche Bank's horror. As far as it was concerned, there were no deals, let alone terms.

Since the bonds did not exist, the trades were declared null and void. But this wishful thinking just shows how keen the market's appetite is for well-priced paper from good names, preferably with a five or seven-year life.

The appetite was borne out in the success of the seven-year deals from Australia, Farm Credit Corporation of Canada and Nederlandse Gasunie. All are popular names and all traded in the pre-market at discounts of less than 1 per cent, well within their selling concessions.

Similar recognition was given to Dresdner Bank, which issued a novel package of a floating rate note with equity warrants. So bored have investors become with the ubiquitous French issuers that they lapped up this deal despite the fact that it had slightly tighter terms. The stripped bond was still trading at par on Friday, which is very rare for a floater.

But the market is still very selective and will not stand for bad pricing. It gave the thumbs-down to an issue from Rio Tinto-Zinc, the British mining and metals company, which issued a 10-year, 11 1/2 per cent bond through Kleinwort, Benson.

The general consensus was that the amount, at \$150m, was too big, the coupon too low and the life too long. The bond languished at a discount of about 3 points. Kleinwort, Benson conceded this and reduced the amount the next day to \$100m. The discount duly lessened to just over 2 points.

Despite the odd flop, the dollar market still has a very firm undertone. Though interest was concentrated mainly in the primary market last week, which absorbed new issues worth \$1.35bn, the secondary market gained ground steadily each day to close about 1/2 point up on the week.

There was a little nervousness about the money supply figures on Friday, but the panics of a month ago are no longer in evidence.

#### CURRENT INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %	Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %
U.S. DOLLARS								CHINA	554	1991	7	7	99 1/2	Equi. Morgan Grenfell on Suisse	7.000
Kazakhstan Photo 2 1/2	50	1988	15	4	100	Monro Int.	4.800	IMB 1 1/2	100	1993	5	5	99 1/2	URS	6.958
Mitani Engineering 1 1/2	50	1988	5	7 1/4	100	Monro Int.	7.250	ENEL 1 1/2	50-80	1993	8.55	1/4	100	Equi. Kleinwort Benson	-
Dresdner Bank 1 1/2	400	1993	10	1/4	105	Dresdner Bank, Morgan Guaranty	-	Mt. Blanc Tunnel Const. 1 1/2	35	1992	-	5 1/4	100	CCF (Suisse)	6.375
Australia 1 1/2	100	1990	7	11 1/4	100	Deutsche Bank	11.250	Chiyoda Chemical 1 1/2	100	1988	-	3 1/4	100	CS	-
Australia 1 1/2	200	1988	12	11 1/4	100	Deutsche Bank	11.500	Tajik 1 1/2	50	1988	-	3 1/4	100	SCC	-
Australia 1 1/2	100	1988	15	11 1/4	100	Deutsche Bank	11.525	U'zbek Inc. 1 1/2	35	1988	-	3 1/4	100	URS	-
Rio Tinto Zinc 1 1/2	100	1993	10	11 1/4	100	Kleinwort, Benson	11.525	Chiriquion Screen Mfg. 1 1/2	50	1988	-	3 1/4	100	SCC	-
Farm Credit Corp. (Canada) 1 1/2	75	1983	10	11 1/4	98 1/2	Goldman Sachs, Mtn. City, Mtn. Stanley, SBCI	11.712	Chiyoda Co. 1 1/2	20	1988	-	5 1/4	-	CS	-
Med. Canada 1 1/2	75	1990	7	11 1/4	99 1/4	Chiyoda Int., ABN	11.504	K. Line 1 1/2	70	1991	-	8 1/4	-	CS	-
World Bank 1 1/2	200	1990	7	11 1/4	100	Deutsche Bank, CIB	11.504	Aust. & N.Z. Mining, Exp. 1 1/2	80	1988	-	5 1/4	100	URS	5.750
CAN. DOLLARS								Commercial Fin. 1 1/2	100	1988	-	5 1/4	100	URS	5.750
Avon Canada 1 1/2	35	1988	8	13	100	Wilder Protody, Salomon Bros., West Gundy	13.000	Kanami 1 1/2	25	1988	-	3 1/4	100	Banca del Gottardo	3.250
SWISS FRANKS								STERLING							
World Bank 1 1/2	150	1988	5	8 1/4	100	CG Bank	8.125	Ireland 1 1/2	50	2008	25	12 1/2	97.258	Country Bk., IMF, Sonnet, SG Warburg	12.873
SWISS FRANKS								Ireland 1 1/2	50	1993	10	1/4	100	ABN	8.750
JVC 1 1/2	100	1988	-	3 1/4	100	CS	3.125	SHILLERS							
Optec Int'l Ind. Bank 1 1/2	30	1988	-	3 1/4	100	Handelsbank	3.250	World Bank 1 1/2	300	1993	8	8 1/4	100	ABN	8.750
Optec Co. 1 1/2	50	1988	-	3 1/4	100	SBC	3.250	SHILLERS							
Tokyo Marine 1 1/2	20	1988	-	3 1/4	100	Swiss Volksbank	3.250	World Bank 1 1/2	300	1993	8	8 1/4	100	ABN	8.750
Furukawa Co. 1 1/2	40	1988	-	4 1/4	100	CS	4.125	SHILLERS							
Hansa Finance 1 1/2	100	1991	-	5 1/4	100 1/2	Santic	8.567	World Bank 1 1/2	300	1993	8	8 1/4	100	ABN	8.750
IC Industries Fin. 1 1/2	307.5	1983	-	7 1/4	-	URS	7.580	SHILLERS							
Tokai Chemical 1 1/2	50	1988	-	3 1/4	100	URS	3.125	SHILLERS							
Michikawa Capital 1 1/2	50	1988	-	3 1/4	100	URS	3.375	SHILLERS							
Canon Electronic 1 1/2	30	1988	-	3 1/4	100	SBC	3.125	SHILLERS							

NEW ISSUE These Debentures and Warrants having been sold, this announcement appears as a matter of record only.

### HYDRO-QUÉBEC

(An agent of the Crown in right of the Province of Québec)

Can. \$50,000,000  
12 3/4% Debentures, Series FJ, Due September 29, 1993  
Unconditionally guaranteed by  
PROVINCE DE QUÉBEC  
and  
50,000 Warrants to Purchase  
Can. \$50,000,000  
12 3/4% Debentures, Series FJ, Due September 29, 1993  
Unconditionally guaranteed by  
PROVINCE DE QUÉBEC

Merrill Lynch Capital Markets

- Aigemene Bank Nederland N.V.

Bank Brussel Lambert N.V.

Banque Internationale à Luxembourg S.A.

Credit Suisse First Boston Limited

Kredietbank International Group

Orion Royal Bank Limited

Société Générale de Banque S.A.

Union Bank of Switzerland (Securities) Limited
- Amro International Limited

Banque Générale du Luxembourg S.A.

Crédit Lyonnais

Dresdner Bank Aktiengesellschaft

Lévesque, Beaubien Inc.

Société Générale

Swiss Bank Corporation International Limited

S. G. Warburg & Co. Ltd.
- Wood Gundy Limited

Banca del Gottardo

Bank of America International Limited

Bank Cantrade Switzerland (CL) Limited

Bank Gutzwiller, Kurz, Bungeuer (Overseas) Limited

Banque Française du Commerce Extérieur

Banque Indosuez

Banque Nationale de Paris

Banque Paribas

Banque Populaire Suisse S.A. Luxembourg

Banque Worms

Bayerische Landesbank Girozentrale

Bayerische Vereinsbank Aktiengesellschaft

Berliner Handels- und Frankfurter Bank

Chase Manhattan Capital Markets Group (Chase Manhattan Limited)

Chemical Bank International Group

CIBC Limited

Continental Illinois Capital Markets Group

Credit Commercial de France

Crédit du Nord

Daiwa Europe Limited

Deutsche Bank Aktiengesellschaft

Deutsche Girozentrale - Deutsche Kommunalbank -

DG BANK Deutsche Girozentrale

Dominion Securities Ames Limited

Effectenbank Warburg Aktiengesellschaft

European Banking Company Limited

Goldman Sachs International Corp.

Richardson Greenshields of Canada (UK) Limited

J Hambros Bank Limited

Kleinwort, Benson Limited

McLeod Young Weir International Limited

Samuel Montagu & Co. Limited

Morgan Grenfell & Co. Limited

Morgan Guaranty Ltd

Morgan Stanley International

Nederlandsche Middenstandsbank N.V.

Nederlandse Credietbank NV

The Nikko Securities Co. (Europe) Ltd.

Nomura International Limited

Norddeutsche Landesbank Girozentrale

Pierson, Hildring & Pierson N.V.

Salomon Brothers International

Sarasin International Securities Limited

Vereins- und Westbank Aktiengesellschaft

J. Vontobel & Co.

Westdeutsche Landesbank Girozentrale

Yamaichi International (Europe) Limited

September, 1983

### U.S. \$80,000,000

## Sanwa International Finance Limited

12 1/2% Guaranteed Notes due 1990



Unconditionally and irrevocably guaranteed as to payment of principal and interest by

### The Sanwa Bank, Limited

(Kabushiki Kaisha Sanwa Ginko)

- SANWA BANK (UNOEWRIERS) LIMITED

BARING BROTHERS & Co., LIMITED

CHASE MANHATTAN CAPITAL MARKETS GROUP

CITICORP CAPITAL MARKETS GROUP

CREDIT LYONNAIS

KIOBER, PEABODY INTERNATIONAL LIMITED

SAMUEL MONTAGU & Co. LIMITED

SALOMON BROTHERS INTERNATIONAL

SMITH BARNEY, HARRIS UPHAM & Co. INCORPORATED

SWISS BANK CORPORATION INTERNATIONAL LIMITED
- MORGAN GUARANTY LTD

MORGAN STANLEY INTERNATIONAL

CHEMICAL BANK INTERNATIONAL LIMITED

COUNTY BANK LIMITED

GOLOMAN SACHS INTERNATIONAL CORP.

MERRILL LYNCH CAPITAL MARKETS

NOMURA INTERNATIONAL LIMITED

J. HENRY SCHROOR WAGG & Co. LIMITED

SOCIÉTÉ GÉNÉRALE

UNION BANK OF SWITZERLAND (SECURITIES) LIMITED

S. G. WARBURG & Co. LTD.
- ALGEMENE BANK NEDERLAND N.V.

BANK OF AMERICA INTERNATIONAL LIMITED

BANK OF CREDIT & COMMERCE INTERNATIONAL (OVERSEAS) LIMITED

BANK GUTZWILLER, KURZ, BUNGEUER (OVERSEAS) LIMITED

BANK OF HELSINKI LTD.

BANKERS TRUST INTERNATIONAL LIMITED

BANQUE GÉNÉRALE DU LUXEMBOURG S.A.

BANQUE INTERNATIONALE À LUXEMBOURG SOCIÉTÉ ANONYME

BANQUE PARIBAS

BANQUE DE L'UNION EUROPÉENNE

BANQUE NMB-INTERUNION

BANQUE WDRMS

BARCLAYS BANK GROUP

BAYERISCHE LANDESBANK GIRONZENTRALE

BIHAN, STERNIS AND CO.

BERLINER HANDELS-UND FRANKFURTER BANK

BLUTH EASTMAN PAINE WEBBER INTERNATIONAL LIMITED

COMMERZBANK AKTIENGESSELLSCHAFT

CONTINENTAL ILLINOIS CAPITAL MARKETS GROUP

CRÉDIT COMMERCIAL DE FRANCE

CREDIT DU NORD

CRÉDIT INDUSTRIEL D'ALSACE ET DE LORRAINE

CREDITO ITALIANO

DEN ROESKE CREDITBANK

ENSKILDA SECURITIES

SHANSHAN DAIWA ENSKILDA LIMITED

EUROBILIANE

EUROPEAN BANKING COMPANY LIMITED

GENOSSENSCHAFTLICHE ZENTRALEBANK AG

HAMBROS BANK LIMITED

HILL SAMUEL & Co. LIMITED

THE HONGKONG BANK GROUP

KLEINWORT, BENSON LIMITED

KREDITBANK S.A. LUXEMBOURG DIS

LAZARD FRÈRES ET CIE

LERMAN BROTHERS KURN LOEB INTERNATIONAL, INC.

MANUFACTURERS HANOVER LIMITED

LLOYDS BANK INTERNATIONAL LIMITED

MORGAN GRENFELL & Co. LIMITED

NEDERLANDSE CREDITBANK NV

NEW JAPAN SECURITIES EUROPE LIMITED

THE NIKKO SECURITIES CO. (EUROPE) LTD.

ORION ROYAL BANK LIMITED

PIERSON, HILDING & PIERSON N.V.

PRUDENTIAL-BACHE SECURITIES

N.M. ROTHSCHILD & SONS LIMITED

SOCIÉTÉ GÉNÉRALE ALSACIENNE DE BANQUE

SPARERANKEN OSLO AKERSHUS

STANDARD CHARTERED MERCHANT BANK

STRAUSS, TURNBULL & Co.

SVENSKA INTERNATIONA

TRADITION INTERNATIONA S.A.

VEREINS-UND WESTBANK AKTIENGESSELLSCHAFT

WESTDEUTSCHE LANDESBANK GIRONZENTRALE

WILLIAMS & Glyn's BANK PLC

DEAN WITTER REYNOLDS OVERSEAS LTD

WOOD GUNDY LIMITED

YAMAICHI INTERNATIONAL (EUROPE) LIMITED

October 5, 1983

All these securities have been sold. This announcement appears as a matter of record only.



## INTERNATIONAL CAPITAL MARKETS AND COMPANIES

## U.S. BONDS

## Prices just ahead despite fresh note of caution

THE BOND market began to build up a fair head of steam last week, as confidence flowed in from equities and the foreign exchange market began to anticipate a fall in interest rates. By Thursday, the 12 per cent Treasury long bond had gained virtually 12 points to 105 1/2, where it yields 11.32 per cent—a far cry from the 12.24 per cent at which it was standing two months ago. But Friday's ritual money supply figures contained a nasty little surprise in the shape of a \$600m increase in M1. With dealers keen on tidying their books before the three-day weekend—today is the Columbus Day holiday—the long bond was knocked back by a little over 1 point to 104 1/2.

The credit markets followed a similar pattern, with the three-month Treasury bill rate falling by 22 basis points to 8.52 per cent on Thursday, only to lose a third of the gain on Friday, as the yield pushed up again to 8.60 per cent.

To be finished the week slightly ahead but on a fresh note of caution seems about right for the market at present. Despite Friday's M1 figures, the trend in the monetary news over the past month has been favourable, with the aggregate now well within the Federal Reserve Board's targets.

In addition, softening commodity prices, last week's crack in the gold price, and forecasts that the Federal deficit may decline faster than expected also point to the possibilities of further interest rate cuts. Yet, as Anthony Lawson points out, the Fed is by no means home and dry, in its delicate task of keeping the

economy moving forward and holding inflation in check. Last week's strong retail sales figures show that consumer demand is still extremely buoyant and the pace of the economic upsurge has been underscored by the unemployment figures, which showed strong September gains.

The market had come to suspect that the Fed was simply sitting tight through September, trying to hold the ship steady on course. This view was confirmed on Friday by the report of the Federal Open Market Committee on its August proceedings.

On Tuesday the FOMC held another meeting amid speculation that it now has more room to ease. But the performance of the money market has since given nothing away—the Fed gave considerable help through repurchase agreements on Tuesday, but the fund's rate, hovering around 10 per cent at the end of the previous week, remained stubbornly high throughout.

The corporate bond market, in keeping with a pattern of the past few weeks, showed little sign of great vitality, with new issues of straight debt raising only \$425m, against \$593m in the previous week. It may be that corporate treasurers are biding for yields to move even further in their favour—prices advanced between 3 and 7 basis points.

On the other hand, corporate cash flow has recovered to such an extent across broad swathes of industry that many companies can now afford to sit back and bide their time—at least until they begin an all-out replenishment of stocks.

Among the new issues last week were Citicorp, with an offering of \$300m of seven-year notes at 12 per cent, and General Telephone of South-west, which sold \$50m of 30-year 12.75 per cent bonds priced to yield 12.85 per cent.

Terry Dodsworth

## Insurance provisions keep Baldwin United in red

BY TERRY DODSWORTH IN NEW YORK

DESPITE a sharp reduction in special provisions, Baldwin United, the struggling U.S. financial group, ran up losses of \$44.4m net for the second quarter to June, bringing its half-year deficit to \$66.7m.

The results compare with net profit of \$28.5m in the second quarter of last year and \$46.8m in the first six months.

Since then, however, Baldwin has run into massive problems, largely associated with the costs of an aggressive diversification programme. A part of the group recently filed for protection from creditors under Section 11 of the Federal Bankruptcy

Laws. The first-half figures were hit mainly by a \$567m charge against potential losses associated with the group's single premium deferred annuity plan and provisions against reserves. These special items declined in the second quarter, but the group still faced provisions of almost \$29m in order to top up reserves for losses on various projects and income tax liabilities.

The heavy debt burden assumed when Baldwin took over its MGIC investment unit for \$1.2bn in 1981 has also taken its toll, with interest and debt

expense amounting to \$56m in the second quarter. Baldwin agreed to put MGIC up for sale following a decision by insurance commissioners in three states where the company operates to protect annuity policy holders by placing six of the group's companies in rehabilitation proceedings.

Because of this decision, Baldwin says that the Arkansas and Indiana Insurance Companies have effectively gained control of these companies' assets. In future, these assets will be deconsolidated from group financial statements.

## Australia may let in foreign banks

BY ALAN CASS, ASIA EDITOR

SENIOR Australian officials are hinting that the country's Labour government may soon reverse its policy and allow foreign banks to operate in Australia.

Mr Paul Keating, Federal Treasurer, is to receive recommendations on this and other issues related to liberalising the country's protected banking sector within a few weeks. At present a small handful of foreign banks operate limited merchant banking activities.

Mr Keating is expected to recommend to the cabinet that a limited number of foreign banks should be allowed to begin operations in the new year.

The recommendations stem from the report by Sir Keith Campbell issued last year which called for sweeping changes to Australia's financial system.

Officials stress that no decision has been taken yet and there may well be opposition.

Since taking office earlier this year, Mr Hawke's administration has taken a hard line on the entry of foreign investment into the country.

It seems unlikely, in any case, that foreign banks would be able to operate outside state capitals. Another constraint on foreign banking operations would be the Hawke Government's determination to restrict a wider role in the foreign exchange markets for the Australian dollar.

## Chief executive at South African Airways

Mr G. D. "Gert" van der Veer, formerly assistant general manager, operating of South African Transport Services, is the new chief executive of SOUTH AFRICAN AIRWAYS. He succeeds Mr Frans Swarts, who has retired. Mr van der Veer began his career with South African Transport Services as a junior engineer in the electrical department at Cape Town in April 1959.

Mr Ian Boddell has been appointed senior accounts executive at NATIONAL WESTMINSTER BANK's representative office in San Francisco. He succeeds Mr Mike Hills, who will be returning to the UK. Mr

Boddell was a manager in the aerospace section, corporate financial services, international banking division.

Dr Andor Hefti has been appointed general manager, industrial products, of the Swiss watch-industry group ASUAG, Glencoe.

The board of NEWMONT MINING CORP., New York, has elected Mr James F. Hill, vice-president, corporate relations. He joins Newmont after having served as director, communications, at NII Industries, Inc.

Mr Wolfgang H. Schwarz has been elected senior vice-president of SECURITY PACIFIC NATIONAL BANK. He will transfer to London from Security Pacific's Los Angeles headquarters. He heads the London-based Europe, Middle East and Africa division of the global financial institutions division,

and will be the senior resident for Security Pacific in London.

Ms Catherine D. Fitter has been appointed manager of operations for SUN OIL TRADING COMPANY. She replaces Mr R. John West III, who was recently appointed vice-president and general manager of Sun Trading.

Mr Frederick A. Jacob has been named director of public affairs for COLUMBIA BUSINESS SCHOOL. He will be responsible for coordinating the school's media and public relations programmes.

MORGAN GUARANTY TRUST COMPANY of New York has appointed Mr Eric Bourdais de Charbonniere as a senior vice-president. He will be responsible for the company's activities in France, Greece, Italy, Portugal and Spain. He becomes area

## Ma Bell break-up will not incur tax

By Our New York Staff

THE U.S. tax authorities have ruled that the Bell companies involved in the sweeping break-up of American Telephone and Telegraph will incur virtually no tax liabilities on the transfer of assets and stock between the different companies created by the dismemberment of the group.

According to AT and T, the ruling of the Internal Revenue Service indicates that about 99 per cent of the distribution of regional Bell operating companies to the divestiture will be tax free to AT and T stockholders.

The one exception to this ruling concerns shares in the Pacific Group, the holding company for Pacific Telephone and Bell of Nevada. Some of the stock in this company was acquired by AT and T in 1982, in a deal qualifying as a taxable merger. The IRS has consequently ruled that some of this stock when distributed to AT and T shareholders will count as dividend income for taxation purposes.

AT and T is contesting this ruling but described the IRS announcement as "generally good news for our share owners and the company."

## Cockerill reshuffle gets marketing spur

BY PAUL CHESNIGHT IN BRUSSELS

PLANS to restructure Cockerill Sambre, the Belgian steel group, have been approved by the Government's decision to spend Bfr 937.5m (\$18m) to buy out private companies.

The move will enable Cockerill Sambre for the first time to have sole control of its own marketing. Divided marketing had hitherto been costing Cockerill Sambre some Bfr 500m a year in lost marketing opportunities.

The deal involves the government and Cockerill taking over the 51 per cent they do not already own in Frère Bourgeois Commerciale and the purchase of some 40 associated merchant interests.

Frère Bourgeois Commerciale is controlled by Mr Albert

Frère, once chief of steel operations in the Charleroi area before these operations became part of the merged Cockerill Sambre group.

After the merger, the company continued to sell steel, although marketing from the other main area of the group's activities, Liège, was directly in the hands of the Cockerill Sambre management.

The price for Frère Bourgeois Commerciale is some 25 per cent less than that negotiated last year on the basis of a value assessment made by Merrill Lynch and audited by Arthur Andersen.

A unified sales operation was recently demanded by Mr Jean Gandoles, the French specialist advising the government on the restructuring of Cockerill Sambre.

## Penn Central in \$9m purchase

PENN CENTRAL, the energy, natural resources and property group restructured from the ashes of the former railroad company, is buying a 28 per cent stake in Canada Southern for \$9.4m—in order, it says, to improve its position in negotiating a settlement of legal actions, writes Terry Byland in New York.

The purchase, by a Penn Central subsidiary, CSR Holdings, will be for all the stock in Canada Southern not held by Consolidated Rail Corporation, which is dependent on a minimum of 18.7 per cent of the outstanding shares in Canada Southern being accepted.

## INTERNATIONAL APPOINTMENTS

head two years after being appointed general manager of the Paris office.

Mr V. William Souveroff has been elected a vice-president of ITT CORPORATION. He continues as group executive of ITT's defence-space group. He has been promoted to general manager of one of the group's five divisions, ITT Gilfillan in Van Nuys, California.

Dr Fritz Honegger, former Swiss Minister for Economic Affairs, has joined the board of ELEKTROWATT Zurich. He has been elected vice-president, public affairs. Mr Alley will continue as chairman of the board, president and chief executive officer of the Franklin Life Insurance Company, a subsidiary of American Brands.

Under its restructuring programme, DeWITT & CO INC, Houston, has made the following appointments: Mr Hugh S. Fyfe, to executive vice-president, U.S. and international operations of the division; Mr Richard G. Dodge, to executive vice-president, olefins, and single client division and member of the board; Mr Edward R. Swartz, to vice-president, economics of the petrochemical industry, raw materials and aromatics division; Mr Neil C. Taylor, to vice-president, raw materials division; Deborah E. Balaban, to coordinator, computer services; Mr P. J. Braumner, to director, olefin services; Ms Barbara A. Lewis, to olefin services analyst; Mr R. R. Rafferty, to director, graphics services; Ms Wanda J. Wartesch, to director, information and special projects; Mr Hugh T. Yule, formerly of Gulf Oil Chemicals, to join the company on October 1 as vice-president, petrochemicals North America.

## FT INTERNATIONAL BOND SERVICE

U.S. DOLLAR				YEN STRAIGHTS				EUROBOND TURNOVER				
Change on				Change on				(nominal value in \$m)				
Issued	Bid	Offer	day week Yield	Issued	Bid	Offer	day week Yield	Issued	Bid	Offer	day week Yield	
Amar 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	104 1/2	105	0	7.57
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4	+0.5	10/10	100	98 1/2	+0.5	15	102 1/2	103	0	7.55
Amex 8 1/2% 10/10	100	98 3/4										











figures are unofficial. Yearly highs and lows reflect the 52 weeks plus the current week, but not the latest trading day, where a split or stock dividend amounting to less than 1% is ignored. The high and low range figures are shown for the new stock only. Unbracketed figures are dividends as annual distributions based on the date of declaration.







# FINANCIAL TIMES SURVEY

Monday October 10 1983

Defence costs are spiralling so high that even the world's super-powers and a few oil-rich countries are investing in the qualitative improvement of weapons, rather than in larger inventories. Countries are spending more on defence, but in general are getting less for it, say industry analysts.

## Defence Industries

### Military spending soars to \$800bn

By BRIDGET BLOOM, Defence Correspondent

WORLD MILITARY spending stood at \$800bn last year, an increase of some 10 per cent on 1981. From those figures alone, the bystander might be forgiven for believing that all was exceptionally well in the world inhabited by defence industries.

Defence expenditure in both major world alliances has increased substantially over the past five years. Led by the U.S., Nato's defence spending rose by some 11 to 12 per cent in real terms. The Warsaw Pact—with the Soviet Union in the lead—is thought to have spent some 4 to 6 per cent more last year than in 1978.

In other parts of the world there have been even more dramatic increases—10-20 per cent in Latin America, and, with the continuing conflicts between Iran and Iraq and in the Lebanon, 35 per cent in the Middle East. Only in black Africa has spending declined—by 20 per cent.

Yet, while some European defence industry sectors, such as those involved in the production of electronics and communications equipment and guided weapons, are in general very healthy, others, such as warship building, are in the doldrums.

A closer look at the figures, whether for defence budgets or industry profit rates, reveals a further, and altogether more chequered picture and this raises questions not only about the ultimate health of defence

industries but about the capability of Western governments to maintain rational and viable defences.

According to a recent analysis published in its Military Balance for 1983-4 by the International Institute for Strategic Studies, the defence budgets of most members of both major alliances have actually remained static in real terms over the past few years.

The IISS notes that without the boost of U.S. spending, Nato's military outlays in recent years would have remained at the same level in real terms or have possibly even decreased. It believes that the USSR apart, budgets have not risen in real terms in the Warsaw Pact.

The Institute notes in some countries pressure on defence budgets has already resulted in a "quite marked down turn in

inventory." Even in the case of the super-powers and of a few oil-rich countries, where defence spending has risen in real terms, the investment has gone into qualitative improvement of weapons systems rather than into larger inventories.

Countries are spending more on defence but in general are getting less for it. Dr Robert O'Neill, the IISS director remarked last month, noting a trend of which western defence planners are becoming increasingly aware.

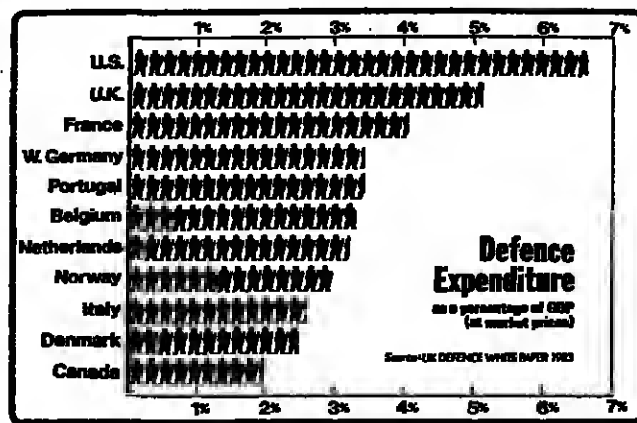
#### UK situation

Sir John Nott, Britain's former Defence Secretary, has shown that while Britain spent more on defence in real terms in 1980 than it had in 1980—as well as proportionately more of its defence budget on weapons systems—its armed forces actually had less equipment in 1980 than they had 30 years ago.

The Royal Navy, for example, had 376 warships, including submarines, in 1950 and only 97 in 1980. The Royal Air Force has 1,500 frontline aircraft in 1950 and some 500 now, while the Army today has around 800 tanks against 1,100 in 1950. The trend is similar elsewhere in Nato.

In the 1950s for example, the US was ordering around 3,000 tactical aircraft a year; by the 1970s, this had dropped to some 300.

Today's smaller numbers are partly offset by improvements in the fighting power of modern warships and weapons, but Lord Trenchard, the former minister for defence procurement, still felt able to remark that if the trend continued, the ultimate absurdity would be



reached when Britain's yearly naval budget would afford only one warship.

It is easier to describe the reasons for this state of affairs than it is to devise solutions. Since the last world war, key areas of warfare have been revolutionised. Preparing for war is now a much more costly and complex business.

Entirely new technology has been introduced: the jet engine and the guided missile are the most obvious of these new technologies, but there are many others, ranging from satellite communication and reconnaissance at one end of the spectrum and the thermal imaging which allows the infantryman to see at night and through battle smoke, at the other.

But that is not all, for such technology is constantly being given new twists—torpedoes become guided weapons or the jump-jet concept enables aircraft to take off vertically.

In consequence costs spiral inexorably year by year as the major alliances exploit the latest technology to improve existing weapons systems.

The British defence ministry reckons that the capital production costs of major weapons systems have been rising on average 6 to 8 per cent a year and that this affects at least 60 per cent of the equipment budget.

On this basis Britain needs real rises of 3 per cent in its defence budget to begin to show any real growth in defence spending.

The sort of sums involved are those which Western democratic governments find particularly hard to raise in a recession, when social spending is also under threat, but there is little evidence to suggest that that problem would be much easier to tackle with a resumption of real economic growth.

Unfortunately there has been too little concerted effort among western governments to come

up with answers to these problems, although governments have sought partial solutions, either nationally or collaboratively, in four main areas.

First are the sort of practical measures which are now being introduced by Britain's Ministry of Defence to make the procurement of defence equipment more efficient and to cut costs. This involves greater competition in the tendering of contracts and a generally tauter relationship with industry.

It may be other governments will follow the UK lead—more than 80 per cent of contracts let by the West German defence ministry, for example, are still on a "cost-plus" basis, compared to well under 50 per cent in Britain. But, however important such largely national cost cutting measures are, most observers believe that at best they can succeed in lowering the yearly increase in defence costs by only a percentage point or two.

#### Radical measures

Two categories of more radical measures, both of which have a long history are: much greater standardisation of equipment within Nato; and the multinational production of weapons.

Standardisation seeks primarily to introduce the same, or at least inter-operable, equipment. (All allied armies should be able, for example, to fire the same artillery shells.)

The prime economic objective of multi-national arms production is to achieve longer production runs, lower development and production costs per

unit, and thus more equipment, than would be possible on a purely national level.

Most collaborative projects within Nato are far from achieving these worthy aims, as a recently published, critical study by Dr Keith Hartley shows. Hartley, is critical for example, of the arrangements for producing the Anglo-German Italian Tornado aircraft the biggest such European project—though he does accept that increasingly in high cost areas like aerospace, collaboration for European countries provides a more economic answer than self-sufficiency and often the only answer to U.S. competition—a point which seems to underline the significant talks on a future European agile fighter which have recently been taking place between the French, German and British governments.

The uncomfortable truth is that, at least for the major European arms producers, any rationalisation of defence production which has a chance of substantially reducing costs to governments involves sacrifices by industry as much as by governments. The most radical measure of all, specialisation, demands for example that in the interests of longer production lines and lower unit costs, each country should specialise in only a few areas of arms manufacture, buying in the rest of its equipment from similarly specialising alliance partners.

There may seem little likelihood of such measures being agreed between Nato governments. Each has industries and the jobs that go with them, that

#### CONTENTS

- Britain: relations between the UK's defence industries and the Government II
- Defence spending: lively debate underway in the UK III
- Aerospace: world markets are still very buoyant III
- International collaboration: no easy road III
- Communications: a revolution is under way IV
- Warships: dilemma for the world's navies IV
- Military manufacturing: joint ventures bring problems IV
- Data sources on the world arms industry IV

it wants to protect, while each fears the competition of the U.S., Nato's biggest and usually cheapest arms producer.

But specialisation is already a fact of life in some smaller Nato countries like the Netherlands, which no longer has an indigenous military aircraft industry. Britain was "past the point where we can afford a defence industrial base for its own sake," Sir John Nott warned two years ago.

It is unlikely, however, that Britain's defence industries will be alone in facing some tough challenges over the next few years.

Data sources on arms production: See Page IV.

## 0600 hours...and all's well.

Round the clock, round the world, defence systems from Plessey watch over national security.

As an established leader for the design, manufacture and installation of integrated electronic systems, Plessey involvement begins with analysis of the threat and follows through to a complete system solution.

With continuous research and development, Plessey explores the limits of technology to increase the capabilities of defence forces.

The result is a solid record of achievement.

Recent successes include NATO's choice of the Plessey AR320 radar system for UK long range air defence cover. For high performance airfield surveillance, the RAF and the Finnish Air Force have selected Plessey Watchman, a new-generation radar system.

For ground forces, Plessey provides the British Army with Ptarmigan—the advanced mobile, automatic telephone exchange for the battlefield. In Australia, for Project Raven, Plessey is to equip the Australian Army with a complete tactical radio system that's the most resistant to electronic warfare threats yet devised.

A further Australian success is the choice of Plessey for the system definition contract for Parakeet, a switched communication system for the battlefield.

And now Plessey has been chosen to supply the Royal Navy with advanced surveillance radar.

Wherever Plessey systems are at work, national defence is at its most effective—every hour of the day and night.

**PLESSEY**



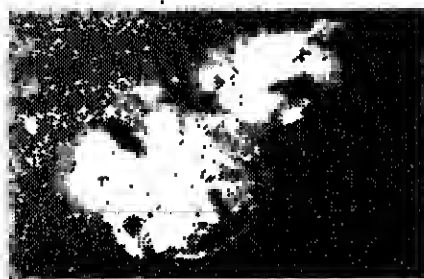
# defence technology & security systems worldwide

The acquisition of The Marquardt Company brings new strength in dynamics and air launched weapon systems.

# ASC

Technology that Serves

International Signal & Control Group PLC  
England 17a Carpton Street London W1Y 7FE Telephone: 01-499 6782 Telex: 261 469 ISCLON G  
USA 3050 Hempstead Road Lancaster Pennsylvania 17601 Telephone: (717) 299 3626 Telex: 64 6438 Cable: INTERSIG



## Potent, proven, cost-effective

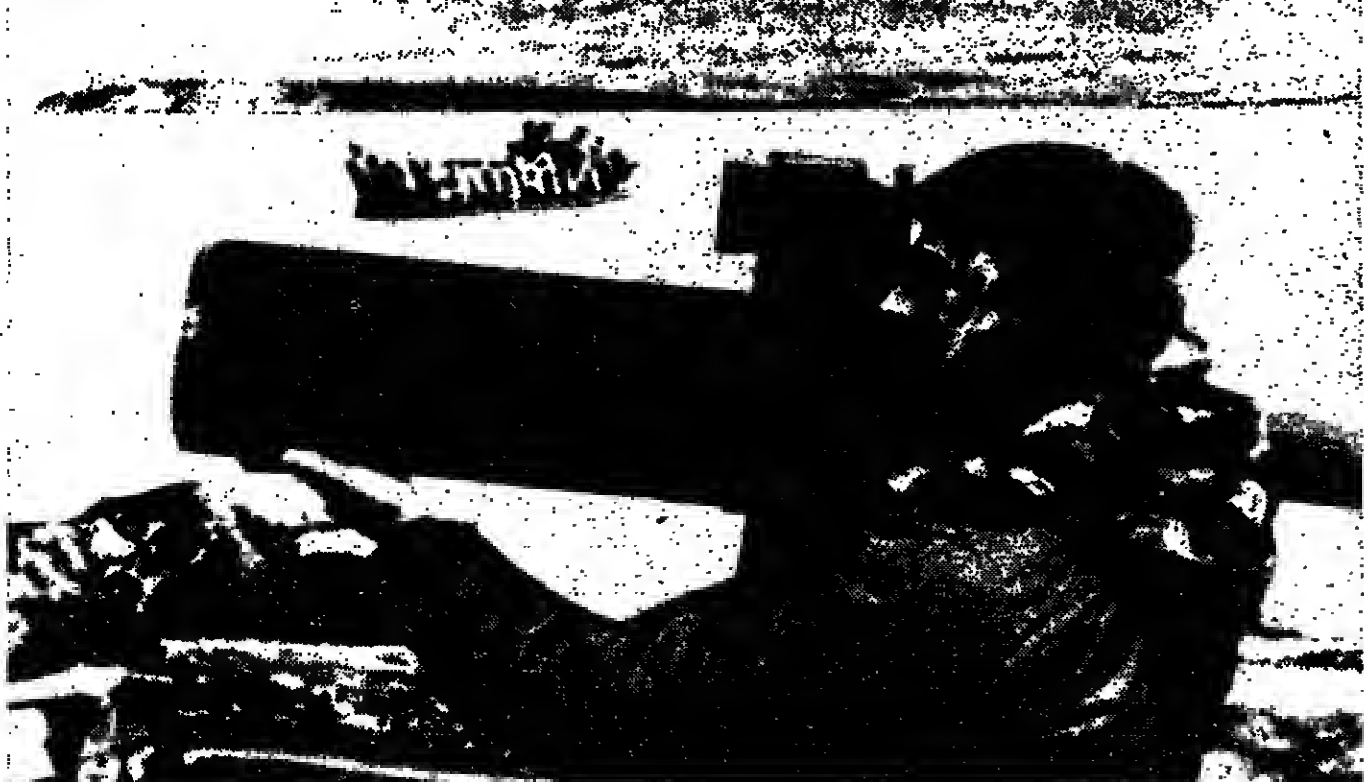
Shorts Blowpipe—now deployed by sixteen armed forces from eleven countries—brings a potent, cost-effective dimension to man-portable fire-power. For two decades Shorts have dominated the close-range anti-aircraft guided weapon field. Blowpipe—convincingly combat-proven with British Forces in the Falklands—maintains this tradition.

Lightweight, compact and easily operated, it provides troops with instant defence against low-level air strike from both the high-speed ground attack fighter and the stand-off helicopter, and is the only shoulder-launched weapon of its kind with a proven capability of destroying attacking aircraft before they release

their weapon loads. Its supersonic speed makes it effective against the fastest aircraft target and it also has a useful surface-to-surface capability.

A programme of performance enhancement currently being carried out under British Ministry of Defence contract will ensure that the system continues to meet developing defence requirements.

# Blowpipe



# SHORTS

WINNERS OF TWELVE QUEEN'S AWARDS TO INDUSTRY

SHORT BROTHERS LIMITED Missile Systems Division Castlereagh Belfast BT6 9HN Northern Ireland Telephone 0232 708633 Telex 74888 Telegrams Aircraft Belfast

## DEFENCE INDUSTRIES II

THE UK: RELATIONS BETWEEN INDUSTRY AND GOVERNMENT

## New moves to cut costs and boost efficiency

THE YEAR-BY-YEAR escalation in the cost of defence equipment—estimated by Britain's Ministry of Defence at an annual average of 6-8 per cent on capital production costs—lies at the centre of the problems facing both the MoD and Britain's defence industries.

The problem is by no means unique to Britain, but attempts by the MoD to come to grips with it currently dominate Government-industry relationships.

In the wake of the 1981 de-points plan the services are expected to indicate only what they require a new weapon system or piece of equipment to do, leaving industry to come up with the precise solution. The hope is that companies will be able to adapt equipment to the MoD's requirements with a due eye to its export potential rather than to build a fresh system to what Mr Bernard Rosser, managing director of BAE's Dynamics group terms the MoD's often "exotic requirements".

The system is intended to cut down over-elaboration, or "gold plating", and to produce equipment with real export potential. Plessey, competing with bids from GEC-Marconi and five other companies last month won a cardinal points' tender with a version of its AWS 5 radar already sold to Denmark and Nigeria.

### Fixed price

The second category of the MoD's measures has been designed to devolve more responsibility for producing defence equipment on industry: where possible the Government says that it is negotiating fixed price production contracts.

Details are considered commercially confidential but Mr Pattie in a recent interview said that all the major production contracts he has dealt with in the last year—all over £50m and several under—have been on a fixed price basis.

The MoD is also trying to devolve more responsibility on industry by appointing major companies as prime contractors on key projects, making them responsible for letting and managing all sub-contracts.

Along with this has gone some rationalisation of the financial dealings with the bigger companies—so far, for example, around 40 are supplying quarterly cash profiles of their MoD business.

The third area of change involves potentially more radical measures, some of which, such as joint ventures between industry and the MoD, have been partly designed to offset some of the MoD's huge develop-

ment costs. The EH101 helicopter, a partnership between the British and Italian Governments and Westland and Augusta of Italy to produce a replacement for the Sea King is a case in point.

An attempt is also being made to rationalise the huge R & D costs incurred annually by the MoD. Over the last few years, the MoD's R & D establishment has been reduced in number, while the management of key defence projects like the Stingray torpedo has been given to industry.

Mr Pattie, however, defends the MoD's record against its many critics by noting that of the £20m or so spent on R & D only some £300m goes on research, which includes maintaining research establishments. He argues that while more must be done to curb excessive development costs, these will inevitably be higher when what is at stake are weapons systems now being developed to meet a threat in 15 years' time.

It is early days to judge these new initiatives. Some believe that at best they are palliatives, and that only something much more tough—such as specialisation in defence production over the whole of the Nato alliance in which Britain, for example, would be required to give up shipbuilding entirely in favour of, say, avionics—can have any hope of affecting a cure to the spiralling costs of defence equipment.

Soundings in industry suggest that the new moves are broadly welcomed, at least by the major companies. There is across the board tribute to the improved dialogue with the MoD, though many top industrialists note that while they now have easy access to their MoD counterparts or to Ministers, the same is not true lower down.

### Tough line

Mr Pattie and MoD officials acknowledge that "habits of a lifetime" are hard to shift—on both sides.

MoD officials often accuse industry of not being innovative. "The feather-bedding is at an end," said one senior official. "Some companies find that difficult to accept."

Industry makes several other points:

● Large companies welcome the prime contractorship. The MoD's penchant for strict control is also criticised by companies involved in joint venture projects.

● Companies find the relation-



Mr Geoffrey Pattie, Minister of State in charge of defence procurement, curbs an excessive developmental costs

ship where the MoD is both customer and partner a difficult one to live with," says Sir Charles Frigate, secretary to the Defence Industries Council and director of the Society of British Aerospace companies. ● Many companies, including component manufacturers, believe that the Government should do much more to actively promote exports, taking a lead out of the French and U.S. books where government and industry combine to offer keener bargains to prospective customers. Both David Gardner, of the Electronic Engineering Association, and G. G. Connor of the British Naval Equipment Association advocate such "UK Ltd" policies.

● The prime contractorship system is not popular with component manufacturers, nor other small companies, partly because they feel that in the points plan the services are recession prime contractors have kept much more work "in house."

Component manufacturers, according to Brig. Dick Purvis of the Defence Manufacturers Association, are increasingly dependent on export markets—"where they are doing very well."

But Brig Purvis is pleased with the government's current attempts to involve small business in defence work since he feels that they have tended to suffer in the face of the current policies.

It is clear that the relationship between the Defence Ministry and industry in Britain is changing.

The days are certainly gone when the MoD was the all powerful provider of business to companies which, in fulfilling the MoD's requirements, were certain of a living, and often a very fat one. But as Mr David Gardner of the E.E.A. puts it, the MoD often finds it as difficult to become just an informed customer as the industry does to show real entrepreneurial spirit.

Bridget Bloom

### UK DEFENCE SPENDING

## Lively debate under way

A DEBATE now taking place between Britain's Defence Ministry and the Treasury over the size of the country's future defence budgets could have profound effects within the UK's defence industries.

Over the past five years, Britain's defence spending has increased markedly, and so, too, has the proportion of annual defence budgets allocated to the purchase of weapons systems and other defence equipment.

Defence spending overall is estimated by the Defence Ministry to have risen by nearly 19 per cent in real terms since 1978-79, when Mrs Thatcher's Government took office. "On top of the Falklands expenditure included, this figure falls to a more modest 12.5 per cent.

The defence budget for the current year ending in April, 1984, is set at £15.5bn and at £17.3bn and £18.3bn for 1984-85 and 1985-86. Of this year's budget, some £7.2bn will go on defence procurement—nearly 50 per cent of the total budget, compared to the 30 per cent share that equipment used to take in the 1950s and 1960s.

### Increase

This year, for the first time in several years, spending on defence has outstripped that on education: defence is now second only to social security in the league table of British government spending. And while it still comes a long way behind that department's £32bn total, for the current year defence accounts for more than a quarter of all central Government cash. Limited departmental votes.

It is hardly surprising, therefore, that defence is a prime candidate for cuts as the Treasury attempts to keep overall Government spending within tight limits.

At this time of year, battle is normally joined between individual ministries and the Treasury as spending limits are set for the future. But for defence this year there are two key questions which raise issues going beyond what is expected from this habitual autumn review. The answers to the questions will probably not be clear for several more weeks but they will be of profound importance to both industrialists and defence planners.

The first question is whether the MoD will be required to cut more than its "fair" share of expenditure in the next financial year, 1984-85. The defence estimates for that year are said to be some £300m over planned targets, a sum whose loss could be relatively easily supported by the overall budget of £17.3bn.

However, when the Chancellor of the Exchequer cut some £200m from the current year's total Government spending in a sudden move after last June's election, the defence budget was cut by £240m or nearly 50 per cent of the total.

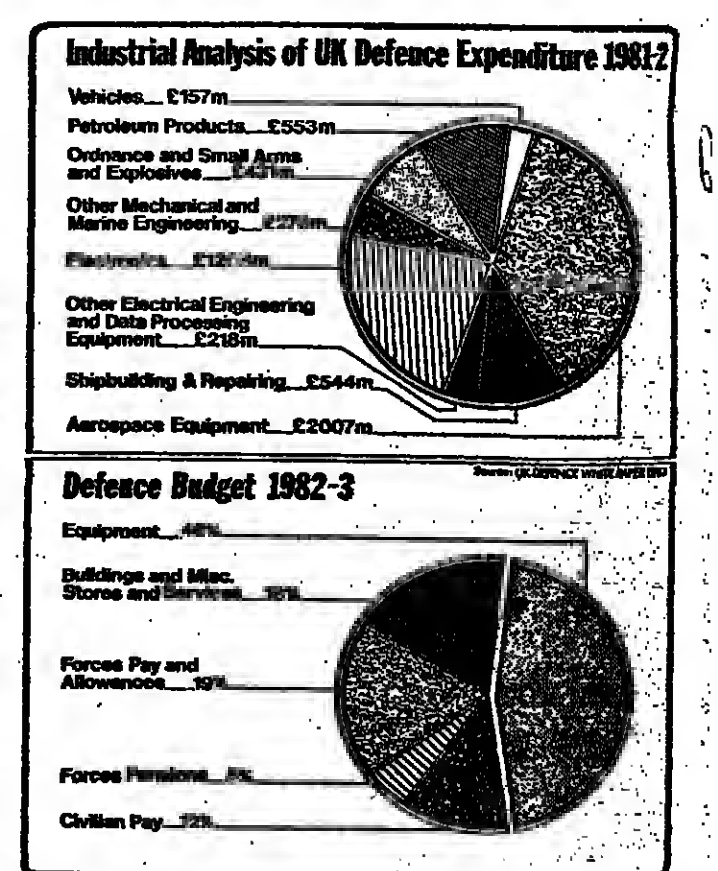
Since the Treasury is currently thought to be trying to pare £2.5bn from next year's overall spending estimate, the MoD has reason to worry at the implications of being asked to cut more than its fair share.

The second question is even more important. This autumn's discussion with the Treasury will determine whether the MoD will continue beyond 1985-86 to honour its commitment to increase defence spending by 3 per cent a year in real terms. The 3 per cent was pledged in 1977 as part of a Nato alliance commitment and has been met by few countries. But it is guaranteed only through to the end of the 1985-86 financial year.

It is clear that while Mr Heseltine, the Defence Minister, would like to see the increase continue the Treasury would like to stop it.

Another inter-departmental commitment which is not guaranteed beyond 1985-86 concerns spending on the Falklands. Sir John Nott, the former Defence Secretary, succeeded in persuading the Treasury to authorise total spending, in addition to the 3 per cent Nato commitment, of nearly £3bn up to 1985-86 to pay for the Falklands campaign and to maintain the garrison and replace lost equipment.

In the current review, the Treasury is apparently arguing that after 1985-86 spending on the Falklands—which is



scheduled to decline once the £200m airport is completed—should be subsumed in the overall defence budget.

Major cuts in defence spending could have profound effects within industry. The MoD reckons that it is the largest single customer of British industry. Its equipment budget of £7.2bn, 50 per cent of which is spent in Britain, is swollen by spending of £2.5bn on items such as construction, transport, fuel, telecommunications, food and clothing.

Defence procurement in recent years has accounted for about half the output of the aerospace industry and one-third of the output of the electronics and shipbuilding industries.

The Ministry estimates its equipment budget supports some 242,000 British jobs directly and another 183,000 indirectly. Around 160,000 jobs are supported through MoD purchases of non-defence equipment, and around 145,000 jobs are said to stem from the sales of arms abroad.

At any one time, more than 10,000 companies are said to be working on defence contracts, while more than 50 companies have yearly business with the MoD which is worth more than £5m.

While most observers do not believe that major cuts are imminent or even very likely in the medium term, the problem of defence spending is compounded by what the 1982 Defence White Paper termed the "seemingly inexorable rise in the cost of defence equipment."

The MoD estimates this to have averaged 6.5 per cent a year over the last few years, though in certain key equipments many believe it to be as high as 10 per cent.

The nub of the problem for defence planners and armaments manufacturers alike is that unless these rates of inflation can be scaled right down, or in other ways accounted for (by, for example, compensatory increases in the defence budget), the numbers of equipments which the MoD will be able to afford will continue to decline.

Or to put the problem another way: even if inflation in defence equipment could be reduced to around 5 per cent (an optimistic assumption), since spending on that equipment amounts to half the defence budget, the budget itself would need to rise by around 2.5 per cent a year merely to stand still.

Bridget Bloom



## DEFENCE INDUSTRIES III

### Aerospace markets still very buoyant

THE WORLD's military aircraft and missile markets remain exceptionally buoyant. This strong demand, especially from countries in the Third World (largely for the lighter, cheaper tactical combat aircraft and associated missiles), has served the world's aerospace industries well in helping to tide them through the worst recession in civil airliner business they have ever experienced.

There are no signs of this military business slackening, indeed, the forecasts confirm that it is likely to continue expanding through the rest of this century as many countries continue to re-equip their existing ageing air forces and emerging countries start to develop their defence forces.

It has been estimated that by 1985 spending world-wide on military aircraft (excluding the Soviet Bloc and China) will be running at about \$27bn a year (measured in 1981 prices) rising to about \$30bn annually by 1990 and rising further beyond that to \$35bn-\$40bn a year by the end of the century.

#### \$10bn a year

In addition, spending on tactical guided missiles alone is likely to be running at an annual rate of up to \$10bn a year through the end of this decade, rising further through 1990s. Much of this will be spent on airborne tactical missiles for combat aircraft, but some will also be spent on ground-based and ship-based missiles for both surface-to-surface and ground-to-air roles, with the aerospace industries world-wide heavily involved in their development and manufacture.

The international competition for this business is already fierce, and is likely to intensify, across the entire spectrum of airframes, engines, avionics (airborne electronics) and weapons systems. Because of the increasing costs and complexities of the projects involved, there will be greater concentration than in the past on international collaboration, discussed elsewhere in this survey. But, at the same time, there will be considerable pressures on some industries to "go it alone," if international ventures prove too difficult to develop.

Factors generating this pressure include the need to maintain hard-earned technological skills in military aircraft and missile development at a time of rapidly escalating complexity, with the extensive "spin-off" into other products and industries that can result.

In some countries, the employment factor, at a time of recession in other aircraft markets, is also a potent force in favour of continued high military aircraft and missile spending.

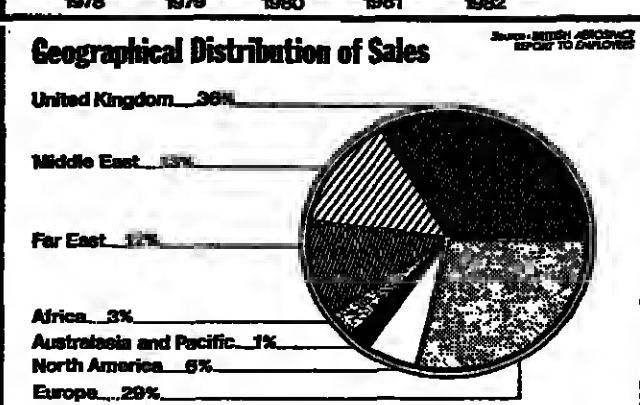
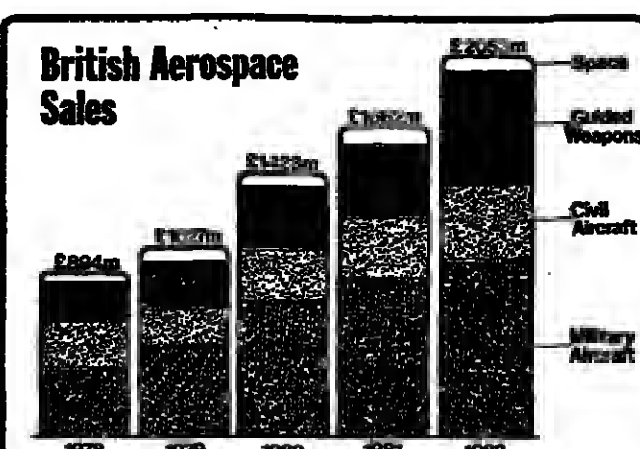
It is also argued strongly in some countries that many of the new developments in airframes, engines and avionics emerging from the government-funded military aircraft, missile and space programmes are directly translated across to civil programmes, giving those countries' aerospace industries a major advantage in world civil markets.

This factor is often cited as a prime reason for the success of U.S. civil aircraft and engines in world markets and it is often argued in the UK that this factor is not recognised sufficiently by those in Government responsible for the UK's industry affairs, resulting in inadequate financial support for the industry.

While it is busy on the military aircraft and missile side with a wide range of programmes, there is growing concern in the UK industry lest delays in establishing future major programmes should create a hiatus in the continuity of activity, especially in the late 1980s and early 1990s, as some major programmes run down.

The Tornado programme, for example, which has been the central pillar around which much of the UK industry's military aircraft, engine and avionics effort has been concentrated for several years, is now running at a high level, even allowing for the slow-down in production rates for budgetary reasons introduced some time ago. Out of the 805 production aircraft required for the three participating nations, over 270 have been delivered, and at the current production rate of 110 aircraft a year, the programme will have peaked by the mid-1980s, and then start to run down. Some new venture of comparable magnitude will be required to fill the gap, and in order to ensure continuity, the detailed planning has to be done now.

It is for that reason that considerable efforts are now being made to press ahead with the Experimental Aircraft Programme (EAP), (see below). At today's combat aircraft costs, the value of the business long-term to the aerospace industries involved could come close to, if not exceed, the estimated £12bn of the Tornado design, development and production programme.



Similarly, on the missile side, the recent UK Government decision to acquire the British Aerospace Alarm (air-launched anti-radiation missile), in preference to the U.S. Texas Instruments/Lucas Aerospace Harrier missile, will help to keep up activity in the UK guided weapons industry. The UK is also participating with European countries on the development of the advanced short-range air-to-air missile (Asrac), one of the major missile programmes of the future, with production likely later this decade and missiles entering service around 1990.

#### Harrier II

Apart from these programmes, the UK industry has a substantial volume of other military work currently on hand. This includes the 60 British Aerospace Harrier II (GR Mark 5c) for the RAF, and the UK's share of the work on the 342 production Harrier AV-8B aircraft for the U.S. Marine Corps, for which McDonnell Douglas is the prime contractor, in addition to the work involved jointly on the 16 AV-8B development and pilot production aircraft.

A substantial work programme is also involved on the Hawk, primarily a jet trainer but also now being converted into a light combat aircraft for the RAF and other air forces. In addition to continuing production of Hawks to meet RAF and export requirements, much work is under way on the Hawk variant, the VTXS programme for a new trainer for the U.S. Navy, where 309 aircraft are required—253 for carrier-

borne work (T-45As) and 56 for land-based work (T-45Bs). The first full-scale development aircraft is expected to fly in 1984, and the first deliveries (of T-45Bs) are expected in 1985. Assembly of the VTXS aircraft will be by McDonnell Douglas in the U.S., but with British Aerospace building 50 per cent of the fuselages. Negotiations are under way for the supply of 12 RAF Hawks to the U.S. Navy in 1984 for evaluation.

One other major military aircraft programme is now under consideration in the UK—the replacement for the RAF's ageing Jet Provost trainer. This could be a major effort involving well over 100 aircraft and costing perhaps well over £200m in development and production costs. Competition is fierce, with entrants not only from British Aerospace and Firecracker Aircraft in the UK, but also from Embraer of Brazil, Fiat of Switzerland, and several companies in the U.S.

A decision is not likely until some time in 1984, but already considerable trades union and political pressures are developing to keep the order in the UK. Even if the order were to go to a foreign design, it seems inevitable that the UK would insist either upon production in this country, or some form of quid pro quo offset deal to counter-balance the order.

Indications, however, are that the internal pressures will be so great that the order, for the airframes at least, will be placed within the UK aerospace industry.

Michael Dome

The Royal Ordnance Factories group produces a comprehensive range of defence equipment and munitions for the home and overseas markets.

From a micro miniaturised electronic time fuze for artillery ammunition, to Challenger, the British Army's new 60 tonne main battle tank, the ROF group deploys its special design skills. Skills which are fully integrated with some of the world's most advanced manufacturing facilities. Those facilities include: special steel making, hot and cold forging, drawing, NC and CNC machining, gun barrel manufacture, vehicle fabrication electronics assembly, and the production of high explosives and propellants.

The ROF group has been the foremost supplier of defence equipment to the British forces for over 3 centuries. Today our finished products and components are in service worldwide, and we are committed to continued investment in high technology. Proof indeed of our dedication to provide customers with a complete defence capability.

## Micro to Maxi-technology



### ROYAL ORDNANCE FACTORIES

for complete defence capability  
Sales and Marketing Division, Royal Ordnance Factories,  
St Christopher House, Southwark Street, London SE1 0TD.  
Telephone: 01 928 7999 Ext 4332 Telex: 22241

## Quest for more collaboration

OVER THE past two decades, international collaboration in the design, development, production and eventual operation of military aircraft and missile programmes has proliferated, for several reasons.

The prime motivation for such collaboration has been the increasing cost and complexity of modern weapons systems, frequently being such as to make it not only impossible for any one company, but also any one country, to undertake them alone.

The British-West German-Italian Dornier multi-role combat aircraft programme, for example, involving over 800 combat aircraft (excluding pre-production), designed to replace the Phantom II, is estimated to be costing over £12bn through to its eventual completion in the late 1980s—a sum that no single country could meet alone, even if any single Western air force (outside the U.S.) needed that number of aircraft.

Another reason for collaboration, however, has been the growing need for standardisation of weapons systems throughout Nato, as a means of saving money and reducing the inventory of different types of weapons systems—thereby hopefully improving logistics and speedier deployment in the event of war, as well as easier trading across the frontiers of Nato's members. At one time, it was calculated that, throughout Nato, there were no fewer than 20 different types of anti-tank weapon either in service, under development or proposed—a massive waste of industrial resources as well as cash in design, development, manufacture and ultimate deployment.

There has never been such a plethora of designs in the military aircraft or missile fields, but there have been sufficient in Western Europe to encourage countries to try to get together to cut the bills, expand the production runs, and improve the combat effectiveness of the alliance as a whole. Examples of past collaboration include the British and French Jaguar jet strike-trainer, the Franco-German Alpha jet trainer, the Anglo-French helicopter "package" (Gazelle light helicopter, Puma transport helicopter and Lynx multi-role helicopter), the Franco-German Transall military transport and more recently the Anglo-U.S. AV-8B Harrier II "jump jet".

The blueprints for future collaboration are thus well established. What is less predictable is the ability of the potential collaborators to find enough common ground upon which to build future ventures. There have been some notable failures in the past—such as the abortive Anglo-French Variable Geometry (swinging wings) fighter of the 1960s.

More recently, efforts by the British, West Germans and Italian aerospace industries (and Air Staffs) to get the French to collaborate in the development of the Tornado, also failed, with the French aerospace industry going alone on the further development of the Mirage 2000 and the more recent Mirage 4000.

#### Big effort

This pattern of both success and failure became on the verge of changing again. Over the past two to three years, there has been considerable effort in Western Europe to try to launch a European Aircraft Programme (EAP), designed to replace the RAF's Phantom in the Luftwaffe and Lockheed 104s and other types in the Italian air force.

So far, no clearly defined venture has emerged, although the various aerospace industries, Air Staffs and governments of these three countries are still trying. Most recently, the British, French and West German ministers met in Paris and reportedly agreed to formulate a joint task requirement, and to meet again next year.

In the meantime, the UK is pushing ahead alone with its own Experimental Aircraft Programme (also designated EAP), a \$100m venture, jointly funded with \$85m of Government cash, the rest coming from the aerospace industry itself, with perhaps some contributions coming eventually from European countries if they decide to join in the venture. This experimental aircraft venture is intended to produce a "technology demonstrator" aircraft to fly in 1986, to prove the feasibility of developing a full-scale new, supersonic, twin-engine advanced tactical combat aircraft.

The eventual full-scale venture will be designated the Agile Combat Aircraft (indeed,

at present the terms EAP and ACA are frequently used to describe the same venture), and it is hoped that well before the experimental aircraft itself flies, a clear decision on the ACA, with or without European support, will have emerged.

Until now, France has been pressing ahead alone with its own "Avion de Combat Futur" or ACX, which is remarkably similar in design and intended performance to the British venture.

The future is thus still uncertain. While the UK experimental aircraft goes on determinedly, some research is still also being done by the UK and West German industries on the European Aircraft Programme idea. It is hoped that in the not too distant future, West Germany might join in the experimental aircraft venture, which would probably also help to bring in the Italians, so that the programme could eventually become the basis for the wider European programme.

The Spanish are also interested in the idea.

So far, however, the British Government is only committed to the UK experimental aircraft, and even then, on a limited financial basis. It remains to be seen whether or not either it, or the RAF, will commit themselves to a full-scale Agile Combat Aircraft that in turn may, or may not, become a full-scale European Aircraft Programme.

All that is clear is that any new venture is going to be expensive, costing several billion pounds in total design, development, and full-scale production costs, covering hundreds of aircraft.

There would seem to be little likelihood of the UK being able to undertake such a major venture alone, on financial grounds, although there is no doubt that the technical capability to do so exists.

The other major international collaborative venture now just getting under way in Western Europe is the joint Anglo-Italian project for a new helicopter to replace the Sea King in both anti-submarine warfare, describe the same venture), and it is hoped that well before the experimental aircraft itself transport and other duties.

Called the EH-101, this is a \$450m collaborative programme between Westland

Michael Dome



## MEL technology is saving lives, protecting jobs and winning orders worldwide

In electronic warfare, avionics and communications, MEL's expertise in space-saving microelectronics is winning valuable orders throughout the world. Confident to develop an advanced Electronic Surveillance Measures (ESM) System, heavily in R&D, it has been ordered in quantity by the Canadian Government to provide aircraft-warships and NATO equipment by a significant margin. Now called CANEWS, it has been ordered in quantity by the Canadian Government to provide aircraft-warships and NATO equipment by a significant margin. MEL is also making a major electronic breakthrough in message handling techniques using powerful software. These compact Message Processing units based on the BA 1225 have been ordered for installation in Royal Navy ships and for use by other service units.

For the MOD, MEL is developing a small, lightweight HF radio based on the techniques of the microprocessor—controlled MEL CALLPAC tactical radio. CALLPAC's excellent performance in the Falklands also demonstrated a vital need to launch and recover shipborne aircraft right round the clock. The solution is MADGE, an MEL microwave landing aid now being fitted to Britain's latest ASW helicopter, the Sea King Mk V. MEL's Sea Searcher Airborne Radar and Tactical Coordinator is significantly increasing protection of the fleet. Part of the multinational Philips Group of Companies, MEL invests substantially in UK R&D, and in addition benefits considerably from the work carried out by the British based R&D resource in naval ESM systems for every significant advance in naval ESM processing and recovery time, developing new receivers and working on advanced EW projects for all three UK Armed Services.

MEL meeting the needs of a rapidly changing electronic world

A Division of Philips Electronic and Associated Industries Limited  
MEL, Manor Royal, Crawley, West Sussex, BN11 1AB  
Telephone: (UK) 0403 25747 Telex: 8797



## DEFENCE INDUSTRIES IV

## A revolution in communications

THE GREAT upheaval in communications which is bringing about a revolution in the civilian market is having an equally profound effect on defence organisations worldwide. The very rapid changes in computer and micro electronics technology have major implications for the military.

These changes are affecting communications at all levels from portable battlefield radios to global communications networks using satellites.

The revolution in electronics is making equipment smaller, smarter and more complicated. The trend to distributed processing in the computer world is being echoed in the communications field which may affect the very structure of a military communications network.

The new technologies and techniques can mean much lighter weight equipment using sophisticated encryption techniques. And it means the integration of data, voice, facsimile, and a number of

other communications into one system.

The vast majority of defence communications still use analogue communications, where information is transmitted in wave-form.

The new generation of digital communications — which is just beginning to be introduced more widely in civilian use — is also beginning to feature in military uses. Digital communications has considerable advantages of being smaller, cheaper, and able to carry a wide range of services from high speed data to voice. In addition, digital communications enable encryption techniques to be used more cheaply and more readily.

One of the most important defence communications contracts to be awarded this year was the U.S. army's SINGAR V (Single Channel Ground and Airborne Radio Systems VHF).

The U.S. army's requirements for these frequency-hopping tactical radios could eventually be worth about \$40m.

The initial contract was awarded to ITT Telecommunications Corporation's Aerospace Optical Division in Fort Wayne in Indiana.

The U.S. Defence Department has been assessing frequency-hopping radios since the early 1970s. The order is thought to be the largest ever made for frequency-hopping radios and puts ITT in a strong position to win further orders in export markets including other Nato countries.

A number of the world's leading defence electronics companies are seeking to sell frequency hopping radios in world markets including Harris and ITT in the U.S., Marconi Space and Defence Systems, Racal and Plessey in the UK, Thomson CSF in France, Tadiran in Israel and Grinaker in South Africa.

The U.S. army had postponed its decision on frequency hopping radios several times.

Two years ago it rejected a fast hopping system on the grounds that it was too expensive and too advanced for any

likely threat.

The fast system was developed by Rockwell Collins of the U.S. in conjunction with Plessey in the UK. The final battle for the contract was fought between ITT and Cincinnati Electronics with Marconi Space and Defence Systems, both subsidiaries of Britain's General Electric Company (GEC).

The most successful company to date in export markets for frequency hopping radio has been Britain's Racal. Earlier this year it won an order worth £20m to supply Oman with frequency hopping radios with its Jaguar V. Racal has sold Jaguar V to at least 13 countries.

With the very high volumes of orders in the U.S., ITT is likely to become a formidable competitor in overseas markets as it benefits from the economies of scale of production.

There is also a major growth in the military's use of tactical telecommunications. In-

creasingly, defence organisations are moving towards their own communications networks which are more secure than using those of the PTT.

According to a recent study published by Frost and Sullivan, the U.S. consultants, the present total market for tactical communications equipment in Europe and Nato will exceed \$10bn between 1982 and 1987. (Included in this figure is about \$4.5bn for battlefield radios and associated equipment.)

The leading suppliers in Europe are Plessey, which designs and manufactures PTARMIGAN which is fully compatible with EUROCOM, Philips, Siemens, AEG-Telefunken, and Standard Elektrik Lorenz, the German subsidiary of ITT. U.S. suppliers include Rockwell-Collins, GTE-Sylvania, Sperry Univac, ITT and Harris.

Jason Crisp



## NATO EXPENDITURES ON EQUIPMENT

	Average	1970-74	1975-77	1980-81	1980-81
					Total defence expenditure (U.S.\$m)
Belgium	10.6	11.0	14.4	14.4	4,000
Canada	7.3	8.0	15.4	15.4	4,400
Denmark	16.3	19.4	18.3	18.3	1,600
Germany	11.9	13.2	16.8	16.8	26,700
Italy	15.4	18.1	17.5	17.5	8,700
Luxembourg	1.6	2.4	1.8	1.8	n.a.
Netherlands	12.8	15.5	18.0	18.0	5,200
Norway	13.5	11.4	19.3	19.3	1,700
Portugal	7.5	1.9	6.1	6.1	800
Turkey	4.0	28.5	4.7	4.7	2,100
UK	17.0	20.6	25.2	25.2	26,500
U.S.	21.1	17.4	20.3	20.3	140,500

Source: NATO.

## WEAPON COSTS IN NATO

	£m
Programme costs of UK weapons (estimated R & D and production costs, 1979 prices)	
Stingray lightweight torpedo	920
Sea Eagle air-to-surface anti-ship missile	350
New sonars for surface ships and submarines	170
Unit production costs of UK weapons (1980 prices)	
Nuclear powered fleet submarine	175
Type 23 frigate	120
Tornado strike aircraft	114
Chinook helicopter	2.5
Lynx helicopter	2.1
Challenger main battle tank	1.5

## FRENCH DEFENCE BUDGET

Year	GNP	State expenditures	Defence spending
		(1959=100)	
1959	100	100	100
1962	135	125	110
1965	181	165	132
1968	230	223	159
1971	326	289	183
1974	478	394	243
1977	702	600	371
1980	1,008	939	562

Source: France, Assemblée Nationale, Commission des Finances de l'Economie Générale et du Plan, included in the structure of the defence industry; Croom Helm 1983.

## U.S. DEFENCE BUDGET

Financial year	Total	Procurement	RDT&E	Federal budget	GNP
1950	14,237	4,176	553	27.4	4.4
1960	40,257	11,137	5,476	45.0	8.3
1970	75,517	19,161	7,399	39.2	8.0
1980	129,242	35,792	13,517	22.6	5.1

Source: U.S. Department of Defense.

## Data sources on arms production

COMPARED to the world's main civil industries, public information about defence industries is fragmentary. The most of a small number published recently which began to fill some of the gaps in public knowledge of one of the world's key industries.

The new book edited by Nicole Ball and Milton Leitenberg and published by Croom Helm, has extremely useful chapters on the French, West German and Italian defence industries, in particular, although for some unaccountable reason, Britain is covered only by a few tables in an appendix.

A critical study of co-operation in arms production within Nato was published earlier this year by George Allen and Unwin.

Written by Dr Keith Bartley, director of the Institute of Social and Economic Research at York University, "Nato Arms Production—A Study in Economics and Politics" has a particularly thorough analysis of the multi-national collaboration within the aerospace industries.

Other useful publications, including some recent studies of defence industries by members of the Stock Exchange, include:

● Defence Spending and the Electronics Industry, published this year by Fielding Newsom Smith & Co., London, E.C.2.

● UK Defence Equipment Review, published by Grevson, Grant and Co., London, E.C.2, September, 1983.

● Defence Equipment Manufacturers, published by ICC Business Ratio Reports, London, E.C.1, August, 1983.

● The British Defence Industry, published by Jordans, London, N.1, April 1983. Price: £90.

● Burdick Sharrin in Nato, by Simon Lunn, published by the Royal Institute of International Affairs, London, E.C.4, 1982. Price: £25.

● Nato Arms Co-operation, by Keith Bartley, published by George Allen & Unwin, 1983. Price: £18.50.

● The Structure of the Defence Industry, edited by Nicole Ball and Milton Leitenberg, published by Croom Helm, 1983. Price: £17.95.

● The Defence Industry, by Jacques S. Gansler, published by the MIT Press, Mass., and UK, April 1981.

● National Defense, by James Fallows, Random House, NY, 1981. Price: \$12.95.

● Britain's MoD has issued a guide to small businessmen wanting to do defence business while, at this survey went to press, an open Government document on the MoD's relations with industry was due to be published.

## Dilemma for the world's navies

THE KEEPING of world navies in fighting trim is a highly expensive business. For maritime governments, the dilemma over whether to shave costs as much as possible, or simply go all-out for the latest and best equipment available, can be acute.

In Britain, the debate has been a furious one. Before last year's Falklands war, the Government was determined to save money by paring naval resources. But after the victory, it has compromised. Warship numbers are being held at 55, whereas the previous aim had been to reduce these to 50 in the mid-1980s from 59 in 1981.

The sums that countries are prepared to spend on their navies, relative to the national income, vary enormously. The Soviet Union, for instance, devotes as much as 15 per cent of its gross national product to defence—almost three times that of the U.S. and five times more than many smaller naval powers.

Also, wrote Capt John Moore, in the latest edition of Jane's Fighting Ships, the USSR is able to spend much more of its quota on research and production because of the low wages of conscripts, as well as acquiring a good deal of Western technology by open, or more

devious means.

In the UK, a large Type 23 frigate costs around £130m and a nuclear submarine more than £200m. Nationalised British Shipbuilders is building four frigates for the Royal Navy, with two more orders on the way.

Warship construction is the only major part of BS to make a profit and the present Conservative government is keen to see this returned to the private sector, leaving the rest to fend for itself.

## New orders

BS ended its last financial year on March 31 this year with warship orders worth just under £2bn, of this, £220m was for export. Apart from delivering four major warships to the British navy, the corporation also completed fast strike craft for Egypt and Oman and fast patrol craft for a North African country.

It would dearly love to export more. But not all foreign navies want the highly sophisticated vessels that the Royal Navy has required. Smaller and simpler warships are, however, being closely looked at by the navy. This would keep costs

down and help prevent a further fall in warship numbers.

The next frigate design, the smaller and cheaper Type 23 costing some £100m, would—so hopes BS—have much more export potential than the present one. The Navy expects to place the first order of eight or more next year.

Britain is one of the world's major warship builders after the U.S. and the Soviet Union but has not fared especially well in export markets, where West Germany, Holland and Italy provide strong competition.

Intruding into the argument over cost and type is the controversial S80 design for a short, fat warship rather than the traditional long, slim shape. This has been put forward by Thornycroft Gile, a private company, as an alternative to the Type 23. Tests have been carried out by the Government on the S80.

The problem for naval countries, whatever their ranking in size and strength, is that costs of warships have escalated alarmingly.

In the UK, Capt Moore pointed out, warship prices have been doubling every four years. Thus, he argued for

“urgent, innovative and far-reaching reforms.” Annual naval budgets and frequent defence reviews conflict with the long construction runs of modern warships.

## Modernisation

But while costs are shooting ahead, a number of countries now find it necessary to modernise their fleets. Many smaller navies have bought ships from countries with larger naval fleets and surplus vessels.

But these second-hand ships are now ageing. Capt Moore cited the case of Argentina, racked by dire economic problems including runaway inflation, which embarked on a costly and ambitious re-equipment programme.

Changes in weapons technology have also altered the cost structure and capability of fleets. Britain now has the Sea Skua air-launched and Sub-Harpoon underwater-launched missile systems. The lightweight Sting Ray is a recent addition to weighty Spear Fish torpedo due in a few years.

In the U.S., studies have been made of a vertical launch

system for missiles, which could cause a need for broader ships and a much heavier missile load.

The planned Type 23 frigate, developed by BS's Yarrow yard in Scotland, will have the Sea Wolf short-range missile system, as well as other guided weapons, advanced radar, quiet diesel electric engines, and a smaller crew to help keep costs down.

Another BS yard, Vosper Thornycroft in Southampton, has come up with the Mark 18 frigate design, weighing less than 2,000 tonnes against 3,000 tonnes for the Type 23.

Capt Moore had some stiff words to say in the latest Jane's about the effect on warship building of past defence cuts. He referred to the “wholesale amputation” caused by the defence review of 1981 and said the effects would be widespread “even with the recantations forced on the government by the harsh realities of the Falklands campaign.”

The Ministry of Defence, not normally the most loquacious of bodies, was stung into a quick reply. It argued that the number of nuclear hunter-killer submarines was going up not down and that the “wholesale amputation” caused by the defence review of 1981 and said the effects would be widespread “even with the recantations forced on the government by the harsh realities of the Falklands campaign.”

But as costs and sophistication of warships keep rising, so will governments have to search even harder for ways of saving money without weakening their defence commitment, and a sympathetic treasury are key requirements for a well-defended nation.

Andrew Fisher

## Joint ventures run into problems

THERE have been several attempts at international collaborative programmes in the heavy military equipment manufacturing sectors of Western nations in recent years.

Some of these, in the fields of gun development and ammunition standardisation have succeeded, while others, notably the attempts to produce standard main battle tanks on a collaborative basis have largely failed.

Collaborative ventures offered the chance of substantially reduced unit costs, standardisation on the battlefield, with production spread over a larger market. This is an attractive approach for governments faced with tight spending budgets and smaller armies.

One of the few successful examples of this international collaboration among some of the members of the North Atlantic Treaty Organisation is the tri-national programme to develop the 155 mm towed howitzer. This gun, the FH-70, is entering service with the armies of the three nations developing it, Britain, Germany and Italy.

The new gun has been designed from the outset to fire standardised ammunition, from Britain, the U.S., Germany and Italy, which meets the Quadrilateral Ballistics Agreement between the countries.

The FH-70 has been followed by the Anglo-German-Italian SP-70 the self-propelled version of the 155 mm howitzer.

Britain is represented on the howitzer programme by the Government-owned Royal Ordnance factories, candidates for the injection of private capital under current proposals being considered by the Ministry of Defence. Under the tri-national self-propelled howitzer programme, Britain is responsible for the turret, including the automatic loading system and the gun sights.

West Germany has responsibility for managing the programme, with Porsche, and

Rheinmetall of Dusseldorf as the main German contractors, responsible for the gun, main engine power pack and the chassis.

Italy, represented at the industrial level by Oto Melara, of La Spezia, is responsible for the gun cradle, recoil system, gun elevating and balancing gear, auxiliary power units and the engine fuel system.

Other gun programmes that are the subject of international collaboration include the M1041 howitzer, also of 155 mm. This programme is designed to use the maximum number of parts from the U.S. gun, with improved handling and performance.

## Rocket system

A current multi-national programme involving France, Britain, Italy, Germany and the U.S. is for the ground-to-ground multiple launch rocket system, MLRS. This was developed originally by Vought of the U.S., but under current proposals MLRS is to be adapted by the European partners.

West Germany is handling the phase II warhead for the rocket. The complex phase III terminal-guided ammunition, a projectile fired from the rocket near the target, is still the subject of competitive bids by civil consortia from Britain, Germany, France and the U.S.

In Britain, British Aerospace's Bracknell Division, formerly the Sperry Gyroscope company, signed an agreement earlier this year with a group of companies known as the General Dynamics Team competing for the validation programme contract for the terminal-guided warhead of MLRS.

The General Dynamics Team comprises the General Dynamics Corporation, Pomona, Division, the main contractor; British Aerospace Dynamics Group, Bracknell Division; Sperry Gyroscope of the U.S.; and Dynamit Nobel of Germany;

Societe Europeenne de Propulsion, SEP of France and Schenck of Britain.

The Bracknell Division will be responsible for the guidance electronics of the terminally-guided sub-munition.

## Competition

A second British Aerospace division, at Stevenage is also competing for the system contract, as part of the Hughes group of companies in the U.S. Collaboration in this type of high technology development among defence equipment manufacturers has not been matched to any extent by collaboration at the more traditional level of heavy engineering, involving tanks and other heavy armoured fighting vehicles.

Indeed, it has been a characteristic of the heavy defence engineering industries of the west over the past two decades that individual nations have pursued the separate development of a range of apparently similar main battle tanks.

Main battle tanks are still regarded by the defence establishment as the essential war-bones of the armies of the 1980s, in spite of their increasing vulnerability in the face of missile-carrying helicopters and other advanced weapons.

These threats have increased the costs of development and have encouraged the main tank makers in Europe and the U.S. to consider collaboration. But this ideal has largely failed to be achieved in Europe and especially in NATO.

The result has been a plethora of advanced designs of heavy, cumbersome main battle tanks, each the separate product of the defence industries of individual nations anxious to maintain sovereignty over their tank industries, an 80-year-old sector of defence equipment still regarded as vital to national defence interests.

No tank manufacturing country in Europe appears to have been willing so far to share completely all its tank

design and equipment secrets with its allies.

Britain's Royal Ordnance Factories have produced the 155mm Challenger version of the Chieftain main battle tank with the still secret Chobham armour, largely for service with the British Army of the Rhine, up to the 21st century. The BAOR is to be 250 Challenger tanks over the next five years.

Vickers, the diversified engineering company based on Tyne-side has developed as a private venture its own main battle tank, the Valiant. This has been designed for export to those countries seeking a tank with Chobham armour and advanced systems, but costing £1m, 250,000 less than the Challenger.

The orders for Valiant, but is still producing its earlier main battle tank, Mark III to a 250m order from Nigeria.

Germany has its Leopard 1 and 2 main battle tanks for service with the German army up to the 1990s. The Federal German Army placed an order for 1,800 Leopard 2 tanks in 1977, with Krauss-Maffei of Munich, a private contractor for the Leopard 1, awarded a contract to build 990 of the tanks and Krupp MaK of Kiel a contract to build the remaining 810 tanks.

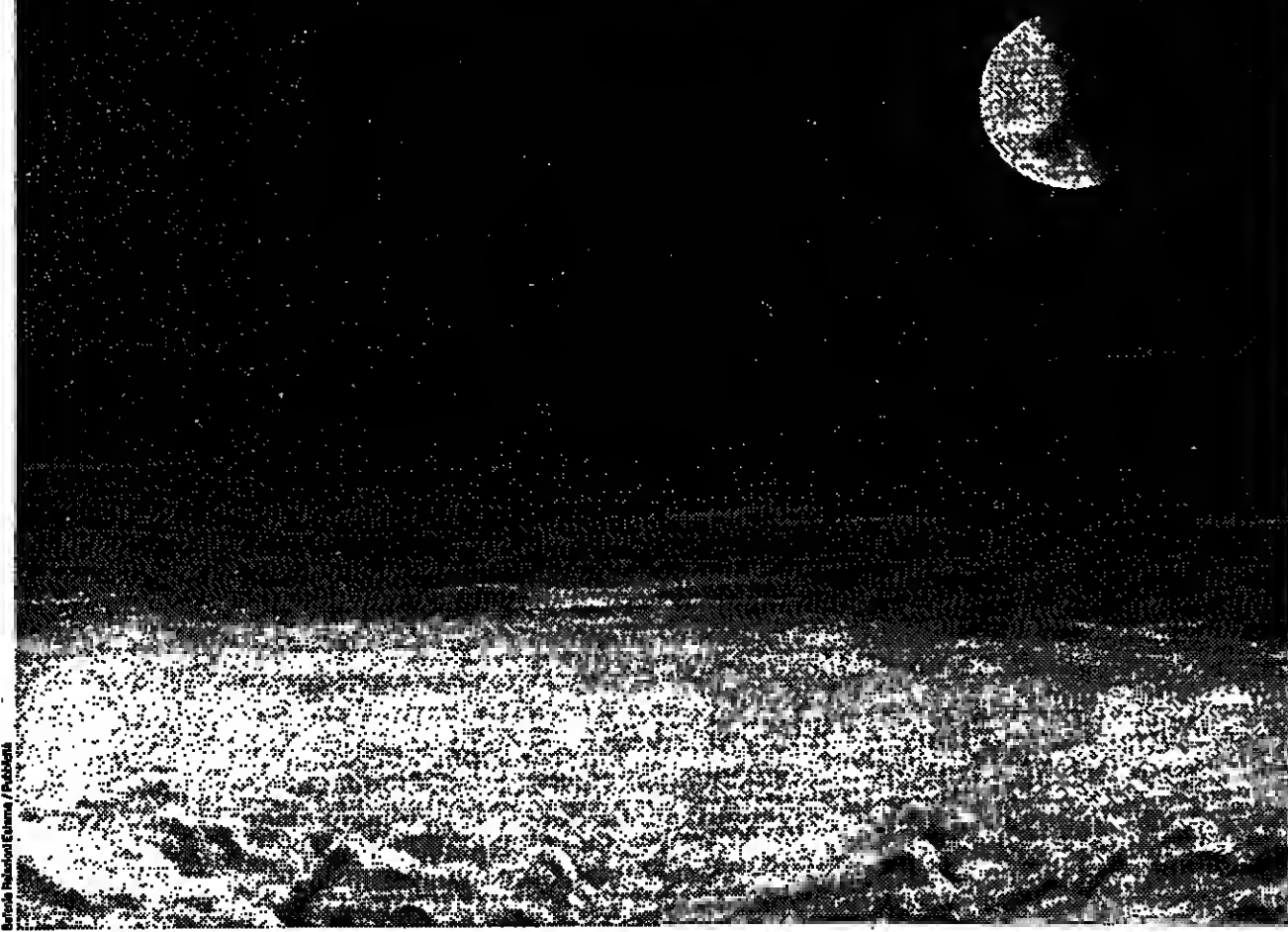
The first production Leopard 2 was handed over by Krauss-Maffei in 1979 and, by last year, production of the tank was proceeding at a rate of 25 tanks a month, with the total order expected to be complete in 1984.

The design and production of the tank has gone ahead in the face of a memorandum of understanding between the U.S. and Germany, signed in 1974. This MoU affirmed the intention of both governments to make all reasonable efforts to standardise their tank programmes, although neither country was bound to select one of the tanks.

France and Germany are also working on a concept definition of a new main battle tank.

Lynton McLain

## SELENIA. A STEP INTO THE FUTURE.



Selenia is the future. And has been for thirty years. Thirty years of experience, during which Selenia, at the leading edge of the electronics industry, has helped produce security for the entire world—security based on better technology and clear understanding of reality.

In the fields of air traffic control, defence, telecommunications and informatics, Selenia technology allows decision-making efficiency and certainty hitherto impossible, at operational speeds so nearly instantaneous as to make data almost seem to come from the future themselves—all from the ever-more sophisticated electronic reality of Selenia.

Statistics are another part of Selenia reality. About \$4 million profit in 1982, on \$260 million in sales, 70% of which was in export, and 16% re-invested in R&D, \$1.4 billion in orders, 5,500 employees, over half of whom are college graduates, highly-skilled and specialized technicians, Research centers and factories in Rome, at Pomezia in Lazio and at Fusaro and Giugliano in Campania.

Systems for air traffic control. Systems for ground, air and naval defense. Systems for telecommunications and for information distribution.

SELENIA. A NEW DIMENSION IN ELECTRONICS.



IRI-STET GROUP COMPANY







[illegible][illegible][illegible]

**The FT European Top 500 survey gives the Financial Times a publishing first.**

The FT has devised a way of measuring the value and performances of European companies – a way that is realistic and enables you to compare diverse companies offering a kaleidoscope of products and services.

The yardstick is market capitalisation – the value of each company's share (based upon information from leading European stock exchanges) multiplied by the number of shares in the company. And the survey ranks the top 500 companies.

13 European countries are represented in this year's list. Britain leads with 233 followed by West Germany with 79, on down to Norway, Finland and Ireland with less than 6.

The FT's tables rank the top publicly-quoted companies, including banks throughout Europe. And one table ranks the top UK companies, with an analysis of major UK trends

The articles which accompany the figures explain some of the surprises - for instance why Marks and Spencer comes No. 48 measured by sales, but shoots up to No. 4 measured on the FT's market capitalisation scale.

The FT survey is a double-first. The first time European companies have been measured in a way which makes comparisons meaningful. And the first of what will now be an annual survey.

This 8-page survey gives you the base for future reference. Reprints are available price £2.50 from the addresses below.

**No FT...  
no comment**

1. *Journal of the American Medical Association*, 1990; 263: 1025-1026.

[illegible]

# FT UNIT TRUST INFORMATION SERVICE

[illegible][illegible]



[illegible]







**INDUSTRIALS—Continued**[illegible]

## LEISURE—Continued

[illegible]

## PROPERTY—Continued

[illegible]

## INVESTMENT TRUSTS—Cont

INVESTMENT		TRUSTS CONT.											
Month	Stock	Last	Net	Div	Yld	Dividend	Month	Stock	Last	Net	Div	Yld	Dividend
Jan	First Federal Inc.	225	19.12	1.00	6.7	Jan.	Jan.	225	19.12	1.00	6.7	Jan.	Jan.
Apr	First Nat. Am.	195	19.12	1.00	6.7	Apr.	Apr.	195	19.12	1.00	6.7	Apr.	Apr.
May	First Nat. Am.	195	19.12	1.00	6.7	May	May	195	19.12	1.00	6.7	May	May
Jun	First Nat. Am.	195	19.12	1.00	6.7	Jun	Jun	195	19.12	1.00	6.7	Jun	Jun
Jul	First Nat. Am.	195	19.12	1.00	6.7	Jul	Jul	195	19.12	1.00	6.7	Jul	Jul
Aug	First Nat. Am.	195	19.12	1.00	6.7	Aug	Aug	195	19.12	1.00	6.7	Aug	Aug
Sep	First Nat. Am.	195	19.12	1.00	6.7	Sep	Sep	195	19.12	1.00	6.7	Sep	Sep
Oct	First Nat. Am.	195	19.12	1.00	6.7	Oct	Oct	195	19.12	1.00	6.7	Oct	Oct
Nov	First Nat. Am.	195	19.12	1.00	6.7	Nov	Nov	195	19.12	1.00	6.7	Nov	Nov
Dec	First Nat. Am.	195	19.12	1.00	6.7	Dec	Dec	195	19.12	1.00	6.7	Dec	Dec
Jan	First Nat. Am.	195	19.12	1.00	6.7	Jan	Jan	195	19.12	1.00	6.7	Jan	Jan
Feb	First Nat. Am.	195	19.12	1.00	6.7	Feb	Feb	195	19.12	1.00	6.7	Feb	Feb
Mar	First Nat. Am.	195	19.12	1.00	6.7	Mar	Mar	195	19.12	1.00	6.7	Mar	Mar
Apr	First Nat. Am.	195	19.12	1.00	6.7	Apr	Apr	195	19.12	1.00	6.7	Apr	Apr
May	First Nat. Am.	195	19.12	1.00	6.7	May	May	195	19.12	1.00	6.7	May	May
Jun	First Nat. Am.	195	19.12	1.00	6.7	Jun	Jun	195	19.12	1.00	6.7	Jun	Jun
Jul	First Nat. Am.	195	19.12	1.00	6.7	Jul	Jul	195	19.12	1.00	6.7	Jul	Jul
Aug	First Nat. Am.	195	19.12	1.00	6.7	Aug	Aug	195	19.12	1.00	6.7	Aug	Aug
Sep	First Nat. Am.	195	19.12	1.00	6.7	Sep	Sep	195	19.12	1.00	6.7	Sep	Sep
Oct	First Nat. Am.	195	19.12	1.00	6.7	Oct	Oct	195	19.12	1.00	6.7	Oct	Oct
Nov	First Nat. Am.	195	19.12	1.00	6.7	Nov	Nov	195	19.12	1.00	6.7	Nov	Nov
Dec	First Nat. Am.	195	19.12	1.00	6.7	Dec	Dec	195	19.12	1.00	6.7	Dec	Dec
Jan	First Nat. Am.	195	19.12	1.00	6.7	Jan	Jan	195	19.12	1.00	6.7	Jan	Jan
Feb	First Nat. Am.	195	19.12	1.00	6.7	Feb	Feb	195	19.12	1.00	6.7	Feb	Feb
Mar	First Nat. Am.	195	19.12	1.00	6.7	Mar	Mar	195	19.12	1.00	6.7	Mar	Mar
Apr	First Nat. Am.	195	19.12	1.00	6.7	Apr	Apr	195	19.12	1.00	6.7	Apr	Apr
May	First Nat. Am.	195	19.12	1.00	6.7	May	May	195	19.12	1.00	6.7	May	May
Jun	First Nat. Am.	195	19.12	1.00	6.7	Jun	Jun	195	19.12	1.00	6.7	Jun	Jun
Jul	First Nat. Am.	195	19.12	1.00	6.7	Jul	Jul	195	19.12	1.00	6.7	Jul	Jul
Aug	First Nat. Am.	195	19.12	1.00	6.7	Aug	Aug	195	19.12	1.00	6.7	Aug	Aug
Sep	First Nat. Am.	195	19.12	1.00	6.7	Sep	Sep	195	19.12	1.00	6.7	Sep	Sep
Oct	First Nat. Am.	195	19.12	1.00	6.7	Oct	Oct	195	19.12	1.00	6.7	Oct	Oct
Nov	First Nat. Am.	195	19.12	1.00	6.7	Nov	Nov	195	19.12	1.00	6.7	Nov	Nov
Dec	First Nat. Am.	195	19.12	1.00	6.7	Dec	Dec	195	19.12	1.00	6.7	Dec	Dec
Jan	First Nat. Am.	195	19.12	1.00	6.7	Jan	Jan	195	19.12	1.00	6.7	Jan	Jan
Feb	First Nat. Am.	195	19.12	1.00	6.7	Feb	Feb	195	19.12	1.00	6.7	Feb	Feb
Mar	First Nat. Am.	195	19.12	1.00	6.7	Mar	Mar	195	19.12	1.00	6.7	Mar	Mar
Apr	First Nat. Am.	195	19.12	1.00	6.7	Apr	Apr	195	19.12	1.00	6.7	Apr	Apr
May	First Nat. Am.	195	19.12	1.00	6.7	May	May	195	19.12	1.00	6.7	May	May
Jun	First Nat. Am.	195	19.12	1.00	6.7	Jun	Jun	195	19.12	1.00	6.7	Jun	Jun
Jul	First Nat. Am.	195	19.12	1.00	6.7	Jul	Jul	195	19.12	1.00	6.7	Jul	Jul
Aug	First Nat. Am.	195	19.12	1.00	6.7	Aug	Aug	195	19.12	1.00	6.7	Aug	Aug
Sep	First Nat. Am.	195	19.12	1.00	6.7	Sep	Sep	195	19.12	1.00	6.7	Sep	Sep
Oct	First Nat. Am.	195	19.12	1.00	6.7	Oct	Oct	195	19.12	1.00	6.7	Oct	Oct
Nov	First Nat. Am.	195	19.12	1.00	6.7	Nov	Nov	195	19.12	1.00	6.7	Nov	Nov
Dec	First Nat. Am.	195	19.12	1.00	6.7	Dec	Dec	195	19.12	1.00	6.7	Dec	Dec
Jan	First Nat. Am.	195	19.12	1.00	6.7	Jan	Jan	195	19.12	1.00	6.7	Jan	Jan
Feb	First Nat. Am.	195	19.12	1.00	6.7	Feb	Feb	195	19.12	1.00	6.7	Feb	Feb
Mar	First Nat. Am.	195	19.12	1.00	6.7	Mar	Mar	195	19.12	1.00	6.7	Mar	Mar
Apr	First Nat. Am.	195	19.12	1.00	6.7	Apr	Apr	195	19.12	1.00	6.7	Apr	Apr
May	First Nat. Am.	195	19.12	1.00	6.7	May	May	195	19.12	1.00	6.7	May	May
Jun	First Nat. Am.	195	19.12	1.00	6.7	Jun	Jun	195	19.12	1.00	6.7	Jun	Jun
Jul	First Nat. Am.	195	19.12	1.00	6.7	Jul	Jul	195	19.12	1.00	6.7	Jul	Jul
Aug	First Nat. Am.	195	19.12	1.00	6.7	Aug	Aug	195	19.12	1.00	6.7	Aug	Aug
Sep	First Nat. Am.	195	19.12	1.00	6.7	Sep	Sep	195	19.12	1.00	6.7	Sep	Sep
Oct	First Nat. Am.	195	19.12	1.00	6.7	Oct	Oct	195	19.12	1.00	6.7	Oct	Oct
Nov	First Nat. Am.	195	19.12	1.00	6.7	Nov	Nov	195	19.12	1.00	6.7	Nov	Nov
Dec	First Nat. Am.	195	19.12	1.00	6.7	Dec	Dec	195	19.12	1.00	6.7	Dec	Dec
Jan	First Nat. Am.	195	19.12	1.00	6.7	Jan	Jan	195	19.12	1.00	6.7	Jan	Jan
Feb	First Nat. Am.	195	19.12	1.00	6.7	Feb	Feb	195	19.12	1.00	6.7	Feb	Feb
Mar	First Nat. Am.	195	19.12	1.00	6.7	Mar	Mar	195	19.12	1.00	6.7	Mar	Mar
Apr	First Nat. Am.	195	19.12	1.00	6.7	Apr	Apr	195	19.12	1.00	6.7	Apr	Apr
May	First Nat. Am.	195	19.12	1.00	6.7	May	May	195	19.12	1.00	6.7	May	May
Jun	First Nat. Am.	195	19.12	1.00	6.7	Jun	Jun	195	19.12	1.00	6.7	Jun	Jun
Jul	First Nat. Am.	195	19.12	1.00	6.7	Jul	Jul	195	19.12	1.00	6.7	Jul	Jul
Aug	First Nat. Am.	195	19.12	1.00	6.7	Aug	Aug	195	19.12	1.00	6.7	Aug	Aug
Sep	First Nat. Am.	195	19.12	1.00	6.7	Sep	Sep	195	19.12	1.00	6.7	Sep	Sep
Oct	First Nat. Am.	195	19.12	1.00	6.7	Oct	Oct	195	19.12	1.00	6.7	Oct	Oct
Nov	First Nat. Am.	195	19.12	1.00	6.7	Nov	Nov	195	19.12	1.00	6.7	Nov	Nov
Dec	First Nat. Am.	195	19.12	1.00	6.7	Dec	Dec	195	19.12	1.00	6.7	Dec	Dec
Jan	First Nat. Am.	195	19.12	1.00	6.7	Jan	Jan	195	19.12	1.00	6.7	Jan	Jan
Feb	First Nat. Am.	195	19.12	1.00	6.7	Feb	Feb	195	19.12	1.00	6.7	Feb	Feb
Mar	First Nat. Am.	195	19.12	1.00	6.7	Mar	Mar	195	19.12	1.00	6.7	Mar	Mar
Apr	First Nat. Am.	195	19.12	1.00	6.7	Apr	Apr	195	19.12	1.00	6.7	Apr	Apr
May	First Nat. Am.	195	19.12	1.00	6.7	May	May	195	19.12	1.00	6.7	May	May
Jun	First Nat. Am.	195	19.12	1.00	6.7	Jun	Jun	195	19.12	1.00	6.7	Jun	Jun
Jul	First Nat. Am.	195	19.12	1.00	6.7	Jul	Jul	195	19.12	1.00	6.7	Jul	Jul
Aug	First Nat. Am.	195	19.12	1.00	6.7	Aug	Aug	195	19.12	1.00	6.7	Aug	Aug
Sep	First Nat. Am.	195	19.12	1.00	6.7	Sep	Sep	195	19.12	1.00	6.7	Sep	Sep
Oct	First Nat. Am.	195	19.12	1.00	6.7	Oct	Oct	195	19.12	1.00	6.7	Oct	Oct
Nov	First Nat. Am.	195	19.12	1.00	6.7	Nov	Nov	195	19.12	1.00	6.7	Nov	Nov
Dec	First Nat. Am.	195	19.12	1.00	6.7	Dec	Dec	195	19.12	1.00	6.7	Dec	Dec
Jan	First Nat. Am.	195	19.12	1.00	6.7	Jan	Jan	195	19.12	1.00	6.7	Jan	Jan
Feb	First Nat. Am.	195	19.12	1.00	6.7	Feb	Feb	195	19.12	1.00	6.7	Feb	Feb
Mar	First Nat. Am.	195	19.12	1.00	6.7	Mar	Mar	195	19.12	1.00	6.7	Mar	Mar
Apr	First Nat. Am.	195	19.12	1.00	6.7	Apr	Apr	195	19.12	1.00	6.7	Apr	Apr
May	First Nat. Am.	195	19.12	1.00	6.7	May	May	195	19.12	1.00	6.7	May	May
Jun	First Nat. Am.	195	19.12	1.00	6.7	Jun	Jun	195	19.12	1.00	6.7	Jun	Jun
Jul	First Nat. Am.	195	19.12	1.00	6.7	Jul	Jul	195	19.12	1.00	6.7	Jul	Jul
Aug	First Nat. Am.	195	19.12	1.00	6.7	Aug	Aug	195	19.12	1.00	6.7	Aug	Aug
Sep	First Nat. Am.	195	19.12	1.00	6.7	Sep	Sep	195	19.12	1.00	6.7	Sep	Sep
Oct	First Nat. Am.	195	19.12	1.00	6.7	Oct	Oct	195	19.12	1.00	6.7	Oct	Oct
Nov	First Nat. Am.	195	19.12	1.00	6.7	Nov	Nov	195	19.12	1.00	6.7	Nov	Nov
Dec	First Nat. Am.	195	19.12	1.00	6.7	Dec	Dec	195	19.12	1.00	6.7	Dec	Dec
Jan	First Nat. Am.	195	19.12	1.00	6.7	Jan	Jan	195	19.12	1.00	6.7	Jan	Jan
Feb	First Nat. Am.	195	19.12	1.00	6.7	Feb	Feb	195	19.12	1.00	6.7	Feb	Feb
Mar	First Nat. Am.	195	19.12	1.00	6.7	Mar	Mar	195	19.12	1.00	6.7	Mar	Mar
Apr	First Nat. Am.	195	19.12	1.00	6.7	Apr	Apr	195	19.12	1.00	6.7	Apr	Apr
May	First Nat. Am.	195	19.12	1.00	6.7	May	May	195	19.12	1.00	6.7	May	May
Jun	First Nat. Am.	195	19.12	1.00	6.7	Jun	Jun	195	19.12	1.00	6.7	Jun	Jun
Jul	First Nat. Am.	195	19.12	1.00	6.7	Jul	Jul	195	19.12	1.00	6.7	Jul	Jul
Aug	First Nat. Am.	195	19.12	1.00	6.7	Aug	Aug	195	19.12	1.00	6.7	Aug	Aug
Sep	First Nat. Am.	195	19.12	1.00	6.7	Sep	Sep	195	19.12	1.00	6.7	Sep	Sep
Oct	First Nat. Am.	195	19.12	1.00	6.7	Oct	Oct	195	19.12	1.00	6.7	Oct	Oct
Nov	First Nat. Am.	195	19.12	1.00	6.7	Nov	Nov	195	19.12	1.00	6.7	Nov	Nov
Dec	First Nat. Am.	195	19.12	1.00	6.7	Dec	Dec	195	19.12	1.00	6.7	Dec	Dec
Jan	First Nat. Am.	195	19.12	1.00	6.7	Jan	Jan	195	19.12	1.00	6.7	Jan	Jan
Feb	First Nat. Am.	195	19.12	1.00	6.7	Feb	Feb	195	19.12	1.00	6.7	Feb	Feb
Mar	First Nat. Am.	195	19.12	1.00	6.7	Mar	Mar						

## AND GAS Continued

[illegible]

An integrated approach to investment and finance

**NIKKO**

**THE NIKKO SECURITIES CO. LTD.**

The Nikko Securities Co., (Europe) Ltd.  
Nikko House, 17 Goddard Street  
London EC4V 5BD  
Tel. 248-9811 Telex: 884717

**MINES—continued**

[illegible]

**NOTES**

[illegible]

Cover does not allow for shares which may also rank for dividend in a future date. No DFE with usually extended

[illegible]

## REGIONAL AND IRISH

## STOCKS

quoted in Irish currency		BRISH	
		Nov. 9% 84/85	1987% +1%
		Rise 13% 97/02	1992% +1%
any Inv. 20p	64	Alliance Gas	88
twr. Eul. 50p	285st	Arrol	305
ay & Huse 61	£101	Carroll IP J.I.	264
ay Plog. Sp.	37st	Concrete Prods.	75
ions Brew.	88	Hewes & Higg.	17
est 25p	91st	Irish Ropes	37
st. Stm. 1	130	Jacob	81
ce (C. H.)	475	T.M.C.	85
		Umdare	74

## OPTIONS

### 3-month Call Rates

[illegible]

**"Recent Issues" and "Rights" Page 22**

## INSURANCES

[illegible]

Citriniviciol 20p.	172	15.8	5.0
Chesterfield	310	23.5	8.25
Chubb's	575	30.6	14.5

[illegible]

Bankers' Inv.	128	14.7	14.0	1.0
Berry Trust	272	15.11	1.8	1.1
Richmond Nat	139	24.9	3.5	1.8

Sept.	Border & Sun, 10c	119	15	1.0	1.2	29	Jan.
Sept.	Com. Japs, 5c	85	25	1.0	1.0	30	Jan.
Sept.	Com. Japs, 5c	148	25	1.0	1.0	31	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	32	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	33	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	34	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	35	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	36	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	37	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	38	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	39	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	40	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	41	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	42	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	43	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	44	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	45	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	46	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	47	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	48	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	49	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	50	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	51	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	52	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	53	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	54	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	55	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	56	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	57	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	58	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	59	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	60	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	61	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	62	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	63	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	64	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	65	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	66	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	67	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	68	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	69	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	70	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	71	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	72	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	73	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	74	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	75	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	76	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	77	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	78	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	79	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	80	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	81	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	82	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	83	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	84	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	85	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	86	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	87	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	88	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	89	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	90	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	91	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	92	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	93	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	94	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	95	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	96	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	97	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	98	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	99	Jan.
Nov.	Brit. Exch. Secs. 50	240	25	1.0	1.0	100	Jan.

London & Ast. Ins. Co. Ltd.	10	—	0.17
London Inv. Sp.	42 1/2	15.25	0.98
Lon. Merchant	70	70.00	1.55

[illegible]

Western Deep R2 ..	133	133	039
Indpan R1.....	862	4	012

[illegible]

Imp.	21	Imp.	11	Woolworth Hld.	50
R.	20	I.C.L.	7		
Stock	15	Ladbroke	22	Property	

Jays Bank	45	Legal & Gen.	45	Brit. Land	42
Cham	32	Lex Service	32	Cap. Counties	14
Circle	45	Lloyds Bank	48	Land Ex	14

1	"Lolo"	4	MEACH	29
2	Linden Brick	5	PEEPY	28
3	Aerostar	6	Summer Precip.	11
4	"Mama"	7	Stone & Goly	20
5	Mr. & Sonor	8	9th	36
6	Mountain Band	9	Brit. Petroleum	36
7	N.E.I.	10	Shades On	17
8	Nat. West Bank	11	Charlatti	6
9	N.E.D. Div.	12	NCA	17
10	and	13	Ther	2
11	Racial Erit.	14	Phonem	22
12	R.M.H.	15	Ultramar	66
13	Red. Ord.	16	Mines	55
14	Red. West	17	Charter Cos.	28
15	Seas	18	Com. Gold	28
16	Tecno	19	Pos. 7, Zinc	62
17	Tecno	20		
18	Tecno EMI	21		
19	TruStone	22		
20	TruStone	23		
21	TruStone	24		
22	TruStone	25		
23	TruStone	26		
24	TruStone	27		
25	TruStone	28		
26	TruStone	29		
27	TruStone	30		
28	TruStone	31		
29	TruStone	32		
30	TruStone	33		
31	TruStone	34		
32	TruStone	35		
33	TruStone	36		
34	TruStone	37		
35	TruStone	38		
36	TruStone	39		
37	TruStone	40		
38	TruStone	41		
39	TruStone	42		
40	TruStone	43		
41	TruStone	44		
42	TruStone	45		
43	TruStone	46		
44	TruStone	47		
45	TruStone	48		
46	TruStone	49		
47	TruStone	50		
48	TruStone	51		
49	TruStone	52		
50	TruStone	53		
51	TruStone	54		
52	TruStone	55		
53	TruStone	56		
54	TruStone	57		
55	TruStone	58		
56	TruStone	59		
57	TruStone	60		
58	TruStone	61		
59	TruStone	62		
60	TruStone	63		
61	TruStone	64		
62	TruStone	65		
63	TruStone	66		
64	TruStone	67		
65	TruStone	68		
66	TruStone	69		
67	TruStone	70		
68	TruStone	71		
69	TruStone	72		
70	TruStone	73		
71	TruStone	74		
72	TruStone	75		
73	TruStone	76		
74	TruStone	77		
75	TruStone	78		
76	TruStone	79		
77	TruStone	80		
78	TruStone	81		
79	TruStone	82		
80	TruStone	83		
81	TruStone	84		
82	TruStone	85		
83	TruStone	86		
84	TruStone	87		
85	TruStone	88		
86	TruStone	89		
87	TruStone	90		
88	TruStone	91		
89	TruStone	92		
90	TruStone	93		
91	TruStone	94		
92	TruStone	95		
93	TruStone	96		
94	TruStone	97		
95	TruStone	98		
96	TruStone	99		
97	TruStone	100		

**"Recent Issues" and "Rights" Page 22**







## FINANCIAL TIMES SURVEY

## Computer Software

## No easy road to success

By ALAN CANE

WANG, the office equipment company, made it acceptable to advertise computers on television. But when Peachtree, the microcomputer software subsidiary of Management Science America (MSA), buys air time to advertise its wares, the microcomputer revolution is clearly entering a new dimension.

For the first time in 30 years—since the beginning of the modern computer era, in fact—the instructions which when translated into electronic impulses put computers through their paces are being recognised as of equal or greater importance to the hardware on which they operate.

There are two principal reasons for this phenomenon:

● First, the advent of low cost, powerful computing hardware—the microprocessor, the uncommitted logic array, the miniaturised Winchester hard disk drive—has emphasised the relative cost of programming.

One U.S. semiconductor specialist, faced with a new and massively powerful computer on a chip, remarked that it could be the first chip to cost \$5 to buy and \$1m to program.

Mr Joseph Roth, in a recent study of the U.S. computing services industry, noted: "Packages (application software which can be used without tailoring to the users special needs) for microcomputers need to be offered at a price which in some way reflects the lower cost of the equipment. But, even so, software costs are now a significant proportion of the system value—about 45 per cent with 30 per cent representing the cost of hardware and the remaining 35 per cent absorbed in sales distribution and marketing costs."

● Second, the advance of microcomputers in business, industry and the home has generated a powerful demand for new kinds of software coupled with a fresh awareness of the problems of making computers perform to order among the users themselves.

The problems of writing good computer programs are very real; and earnest travellers

on their journey to the Nirvana of perfect computing will find slippery software patches to delay them or send them crashing back to the beginning.

Given the perfectly understandable excitement about microcomputer software, it is easy to forget that the software industry has a long history. A list of the top 50 independent software houses, drawn up only a few years ago, would have included some of the best-known names in the business.

Applied Data Research, for example, which created the software packages Roscoe and Volle, for on-line program development and The Librarian for resource control.

There would have been Cincom Systems, creator of a database management package called Total which is the largest selling software package in the history of the software industry.

And there would have been Pansophic Systems, whose product Easytrieve facilitates computer-based data retrieval and report writing.

All these companies created and marketed substantial pieces of software tailored to be used in conventional data processing centres—and mostly on IBM hardware.

They still do. A list of the top 50 independent software companies in 1982 prepared by the U.S. magazine, *Software News* shows ADR in third place with revenues of \$68m, Cincom in fifth place with \$58m and Pansophic in eighth place with \$41m.

Top of the list and well clear of the rest is Management Science America (MSA) with \$101m with Cullinet Software in second place (\$69.7m).

## Newcomers

But alongside these companies whose names and products are well-known in every data centre in the Western world sit a clutch of microcomputer software companies many of whom were not even in existence five years ago.

There is, for example, MicroPro International with revenues of \$39m. Its flagship is the word processing package Wordstar without question the market leader in its field.

Then there is VisiCorp which markets a family of products based around its best selling spreadsheet Visicalc, largely credited with having promoted the success of the Apple microcomputer, as accountants in droves bought the machines to enjoy the luxury of automated spreadsheets.

And neck and neck at number 22 and 23 are Digital Research and Microsoft. Digital Research created a piece of systems software (software which controls the internal operations of the computer) called CP/M which is generally credited with having brought order

out of chaos to commercial computing on microcomputers.

Microsoft created in the early days of microcomputers a version of the computer language Basic which would run on microcomputers. Its skills were recognised by IBM through its use of Microsoft's systems software MS/DOS as the standard for the IBM Personal Computer.

In the UK, Micro Focus achieved Queen's Awards for both technology, and exports through its development of a version of Cobol—the commonest business computer language—which could be run on microcomputers.

What all these microcomputer software companies have in common is success achieved through the development and marketing of a product which either by luck or judgment hit the market at the right time, and which solved a defined computing problem.

The rewards for serendipity can be large. Top of the U.S. microcomputer charts at the moment is a package called 1-2-3 from Lotus. The company was formed only in April 1982 by Mitchell Kapor, creator of some of VisiCorp's best selling packages.

## Critical factors

The emergence of the right machine at the right time is also of critical importance. In the UK, Alex d'Agapeyeff, former chief executive of Computer Analysts and Programmers (CAP), a prestigious software house, was one of the first to perceive the need for low-cost software which could be moved from machine to machine.

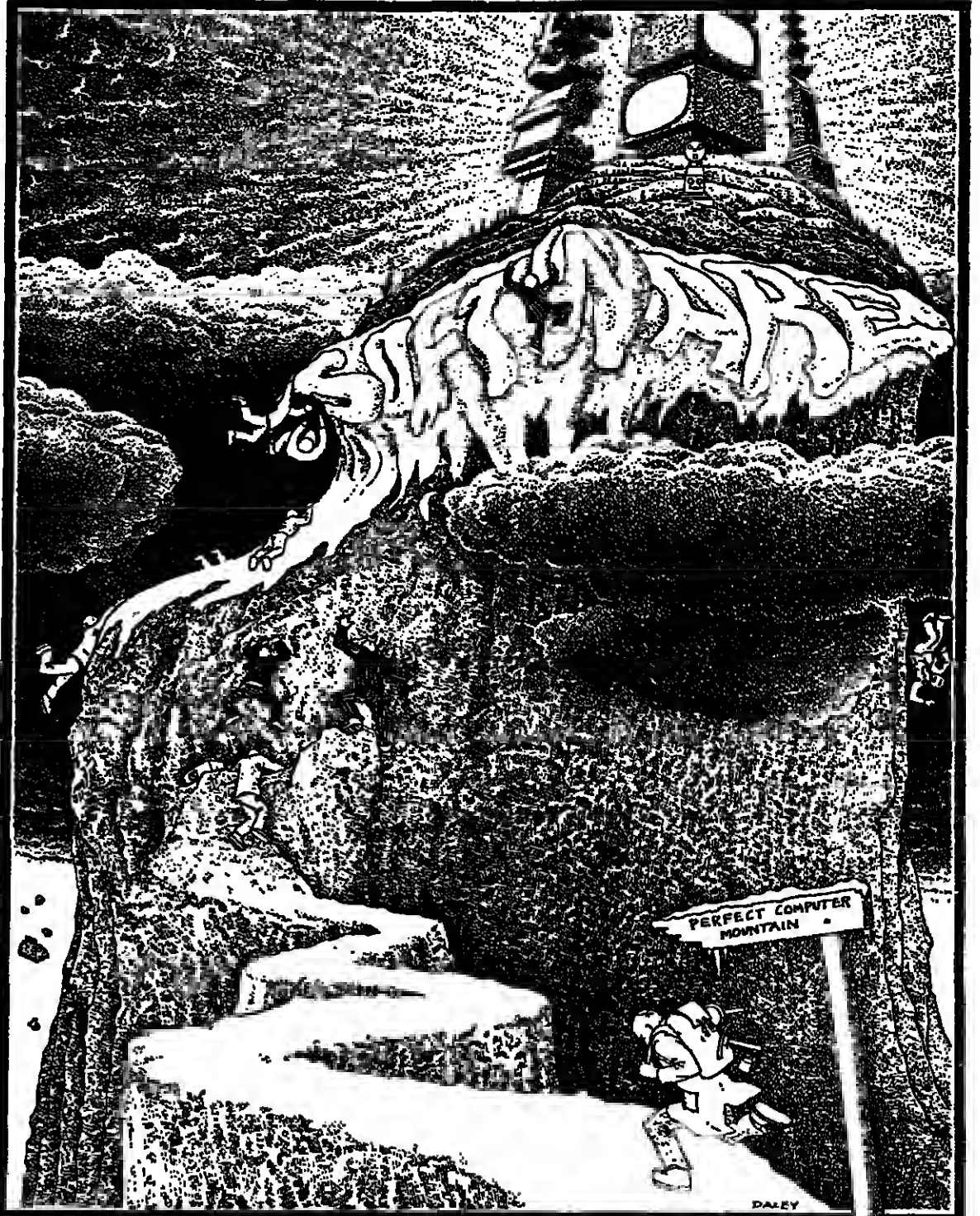
CAP invested millions in what it called Micro Cobol; by a mixture of bad luck and ill judgment, the software never found the expected market acceptance. Some part of that was due to the lack of suitable business micros. As d'Agapeyeff said: "I would never have believed that manufacturers could have been so slow to package these microcomputer chips."

Now CAP has recovered much of its former profitability.

Financial trends in computer software all point upwards. The U.S. consultancy Input suggests that user expenditure on personal computer software will increase from \$250m in 1981 to \$3.7bn in 1987.

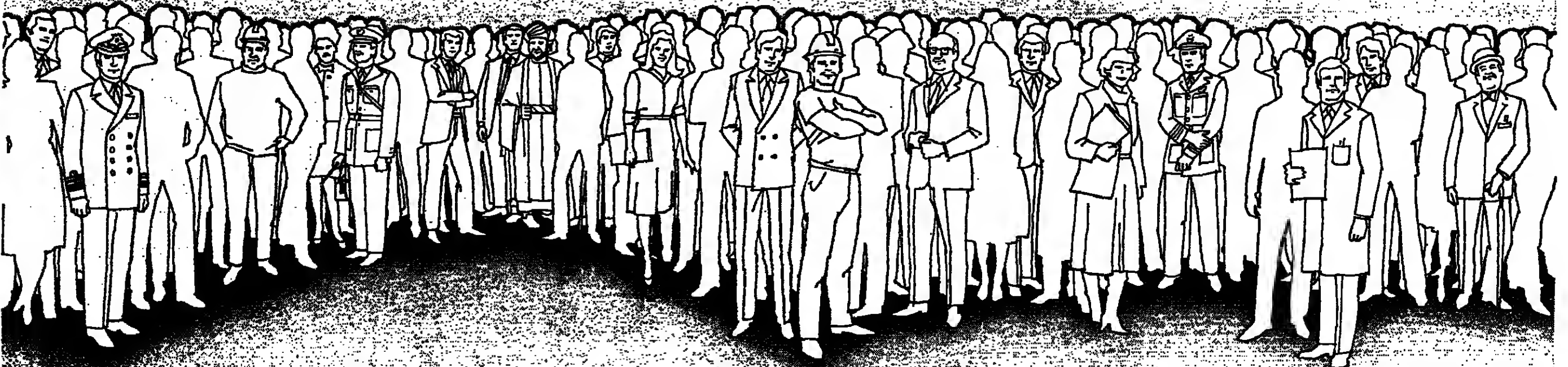
The hottest areas are software integration of the kind pioneered by Lotus (Mitchell Kapor plans to add word processing next year) and the software links between mainframes and microcomputers.

Conventional data centres are on the way out, simple terminals will give way to personal computers, executives will create reports, carry out calculations and draw graphs at their workstations. And it will all be held together by that most expensive electronic glue, software.



“The problems of writing good computer programs are very real; and earnest travellers on their journey to the Nirvana of perfect computing will find slippery software patches to delay them or send them crashing back to the beginning.”

We would like to thank all our clients for helping to make us Europe's top computer systems and consultancy company.



Scicon



## COMPUTER SOFTWARE II

## UK packages market alone worth £289m

UK COMPUTER-USERS spent £289m on packaged software in 1982, according to a recent survey of data processing expenditures.

The survey, conducted by the International Data Corporation and published in the trade paper, "Computer Weekly," also notes that this represents 53 per cent of the total spent on software (£552m).

Compared with a similar survey conducted by IDC in 1979, which showed that the UK market for packaged software was around the £40m mark, the 1982 figure serves to demonstrate the staggering growth in this sector.

Packaged software is the computer industry's solution to the problem of writing enough computer programs for the constantly growing computer user base.

The best-known examples of packaged software are the so-called "spreadsheet" programs for performing elementary financial planning—pioneered by the authors of Visicalc.

Other examples are programs for word processing such as Wordstar from Micropro. Before packaged software established itself as a respectable solution to the problems of getting computers to work, most software was built to order either by the manufacturer or by a third party software house.

According to the survey, this sector of the software business only represented 21 per cent of UK computer users' software expenditure in 1982 (£118m).

It is a more expensive method of getting computer systems working, but it supposedly offers users a better result.

In the days of expensive mainframe computers of the type used by most large corporations, this higher cost could be more easily justified. Now, in the age of the microcomputer costing as little as a

few thousand pounds, the package has come into its own.

The software industry faces a problem, however. Users are now demanding as much from their microcomputer systems as was once expected from the larger mainframe systems. They want databases, they want electronic mail and most of all they want software that can be understood easily and put to work quickly.

There are a number of reasons why the simple microcomputer on the desk cannot provide this level of service.

**PACKAGED SOFTWARE:** Philip Manchester examines developments in the important area of generalised pieces of software which fulfil particular application needs. The packaged software sector now amounts to 53 per cent of Britain's £552m software market.

At the technological level the machines are just not big enough—yet.

"They will continue to get better," noted Mr Nigel Pendse of the British software and services firm, Comshare.

"But we are still some way from having enough storage—I would say that one megabyte of RAM and 40 megabytes of hard disk storage would be a good start."

A megabyte is computer jargon for a million characters. The RAM that Mr Pendse talks about is the storage provided in semiconductor chip form as opposed to the hard disk—an advance on the magnetic "floppy" disks that have become the norm for microcomputers.

Mr Michael Hunt of the giant U.S. software firm, Management Science of America (MSA), agrees that microcomputer storage is a major issue in giving users what they want.

"RAM is not so much of a problem now—there are systems around with half a megabyte—but I would say that about 50

megabytes is the minimum for hard disk," Mr Hunt said.

Both Comshare and MSA are firms that grew up with mainframe computing and have only relatively recently moved into supplying software for microcomputers.

Along with a number of other mainframe software vendors they have recognised that the future of the software market depends upon getting the combination of micro and mainframe right.

The micro offers individual users the capabilities to build

"The next stage is to tie in applications to the micro—such as data entry and validation," added Mr Hunt.

"The final phase—and I think this is a few years away, as yet—is full distributed processing."

Distributed processing has been the long-term goal of both the computer industry and committed computer users for almost a decade.

It involves, quite simply, putting computer power where it is needed rather than isolat-

ing it in the hands of a technocratic elite.

Powerful microcomputers have done much to help realise that goal and if Mr Hunt is right, it will be in the near future.

Mr Pendse suggests that there will be other bonuses—"A lot of people have bought cheap micros with their own software and have outgrown them. There must be an upgrade path so there is no breakpoint between the micro and the mainframe system," he says.

"If we have integration between mainframe and micro software, then that breakpoint will disappear."

But again there are problems which stem from fundamental differences in micro and mainframes. Compromises have to be made.

"Mainframes have to cope with bigger problems and therefore use different approaches," observed Mr Pendse.

"Our financial planning product, Wizard, uses techniques that you just could not put on a micro, whereas our range of micro financial planning tools could not cope with the sort of

## 'The software boom is only just beginning'

THE BRITISH software industry is now thriving on a Government funding scheme which lay fallow in the 1970s and almost expired last year.

The revamped Software Products Scheme (SPS) is now stimulating at least £100m of investment in the production of innovative software each year, according to Mr David Rates of the Computing Services Association. He also sits on the SPS advisory committee.

The scheme itself provides dramatic evidence of its own success, by virtue of the fact that at least two-thirds of expensive software developments must be paid for by the individual company, or its backers, says Mr Rates. The Department of Trade and Industry grants

up to a third of the cost through the National Computing Centre, which evaluates applications.

Applications for SPS-backing increased from April last year, when the old royalty-on-sales clause which put off many companies was dropped in favour of a straight cash grant with no strings. No limit was put on the size of these grants and a £10m kitty was established to last for two years. When this was spent in under half the time, a further £15m topped up the SPS kitty in the last budget.

Mr Rates has figures which show just how rapidly SPS has caught on and which also point to a British software boom which is only just beginning.

"The scheme's advisory committee have just finished a review of the past 18 months and are now in a position to suggest 'fine tuning' to make the best use of scarce resources."

The CSA, which represents many software houses, would

like to see the SPS kitty being topped up again to cope with obvious demand.

The number of software suppliers applying to SPS accelerated this year, jumping from just three each month when the scheme began in April, 1982, to 12 each month, a year later.

There are now 17 applicants coming along each month and Mr Rates said that there will be more. A CSA roadshow pushing SPS has had a thousand delegates attend in recent months.

The latest seminar, when the CSA brought potential backers to say out their stalls in front of companies, was packed to capacity, with 40 people unable to be admitted as a result.

**Paul Walton highlights the activities of the UK's revamped Software Products Scheme**

There have been 105 SPS grants, with one in every two applicants to the SPS being satisfied under the new scheme, with the amount of money involved varying considerably.

While average grant might be £130,000, "it doesn't mean that we're looking just for the big, flashy projects—quite the reverse. We would like to see more of the small firms which are only just finding out about the scheme applying," says Mr Rates.

The changes now being considered by the advisory committee, which brings together all the interested parties, would both update the scheme, as well as trying to secure the principle of "seeding" the development of commercial software with public money by means of a regular yearly grant, adds Mr Rates.

In what could be the turning for large scale funding of software products in Britain, the SPS advisory committee will also make a plea for regular public funds alongside suggestions of how it might be spent to fuel further investment which might otherwise not take place.

The committee brings together officials from the DTI, the NCC and the CSA have recently put their case to Mr Kenneth Baker, the Information Technology Minister.

The scheme has always spent most of its funds (as much as 80 per cent) on a dozen or so

preferred areas of development, where innovative and commercial products might result in big sales.

There will also be a new software export scheme for consideration, as well as a plea to back less other kinds of software in areas like education, even if they are not commercially viable at present.

The SPS advisory committee wants to draw a line between the more immediate software development role it sees itself fulfilling, bringing products out in nine months to a year, and the longer-term speculative backing which the Alvey project is giving, often in very similar areas or to the same companies.

SPS can respond faster to the market and is allowed to provide important sales and marketing assistance, which falls outside the Alvey project that is aimed at building the next generation of computer systems.

Many of the preferred areas for funding should either be dropped, or altered to take account on present day markets, suggests Mr Rates.

"There is now as much eight-bit microcomputer software around that it would be silly to back any more, since its days would be numbered," he adds.

Instead, the SPS would focus on power 16- or 32-bit software, or the transportable software made possible with the Unix operating system.

Once again, SPS has prematurely almost run out of money. This is a sign that this "seed" money is helping a software boom but Mr Rates adds that there is no way of proving how healthy or important this invisible industry has become, due to lack of statistics.

The need for more detailed statistics is one of the requests which the advisory committee is putting before the Minister.

## New moves to exploit universities' software

A POTENTIAL goldmine, which could be found by digging into the masses of software written by Britain's academics, is now becoming the subject of intense commercial speculation.

The Prime Minister, Mrs Margaret Thatcher, wants to encourage private investors to prospect for profitable nuggets of software in the publicly

funded research establishments, and she has ended the British Technology Group's right to monopolise the area by way of inducement.

Mr Geoff Burditt is the head of the universities' Directors of Industrial Liaison group, whose members are employed to help academics take their ideas to market or to find commercial backers. He said that ending

**Funding software developments: Paul Walton looks at ways in which Britain's academics are taking their software ideas to market**

the BTG's first right to market research work, such as software, would make little practical difference.

"What we really need to know is which software is worth

selling, and then how best we can go about selling it," he adds.

The exploitation of university software is not a new idea, since many computer suppliers main-

tain close links with academics who use their machines to pick up new developments. This has been a piecemeal approach which has missed much more of the practical applications' software which can be sold for considerable profit to existing computer users.

Individuals and companies are now beginning to realise that such an independent supply of software could be increasingly lucrative. They are taking distinctive approaches to the sale of the software that has already been written, as well as developing software which embodies theoretical principles not yet applied.

Imperial Software Technology is just such a commercial venture, which was set up in close proximity to Imperial College in order to develop the software which will make the design of computer systems themselves more simple and reliable.

Prof. Lehmann, the head of the computer science department at Imperial College, had the idea of founding IST as the first company specialising in the emerging discipline of software engineering. Put simply, the idea was to write software which would make the design of computer systems "more of a science, and less of an art," said Mr John Parker, who is IST's principal consultant.

The company was set up in October 1982 with £750,000 of backing from Imperial College, Plessey, Natwest and the P.A. Management Consultancy equally, to develop the first software tools which would put Lehmann's ideas into practice.

It would undertake joint research with the college to establish the new science, to establish the ground-rules, but it was ultimately to be a commercial venture.

The company will give valuable practical experience to students who are just about to begin Lehmann's first degree course in software engineering, but it is staffed by two dozen of the software industries' most experienced names.

Mr Jim Feny came from heading software giant Hoekyns to be the first managing director of IST. He said that collaboration with Imperial College and other academics would enable the company to develop revolutionary new products, which might otherwise have taken years to surface in the cash-starved academic world.

"At the simplest level, what we are doing is to take theoretical ideas and to prepare tools out of software, to make it easier to build a computer system," Mr Feny said.

The company has spent the first year putting the ideas into a shape which can be transformed into software. Mr Feny said that it has made a profit by doing high-level consultancy work, teaching others how to put the theory of software engineering into practice.

**£1m project**

Mr Parker said that IST was about to take the next step to wider commercial exploitation of the principle—it will build standard products which make the production of an office automation, or any other computer system easier and more reliable. It will emerge after a £1m project to build the first computer workstation which will build computers, at the end of 1984.

## ON OTHER PAGES

- Software engineering IV
- The factory of the future IV
- The Videogame Market V
- Computer languages VI
- Factors in decision-making VI
- Office applications VII
- Software protection VII
- Financial planning VII
- Microcomputer software VII

## Peachtree Software

The gilt-edged investment for your microcomputer



You need to be sure that the application software you choose carries the hallmark of stability and reliability and will be a sound investment for the future. It should enhance the value of the microcomputer you select to solve your business problems.

The Peachtree Portfolio of Application Software meets this need. The range provides for simple book-keeping (Peachtree Basic Accounting Systems), comprehensive accounting (Peachtree Business Management Systems) and integrated office automation (Peachtree Office Productivity Systems).

Peachtree is part of the world's largest Application Software company. We have over 20 years experience helping users of large and small computers get the full value from the computerisation of their business.

A nationwide network of independent computer retailers offers our portfolio of products on many different types of microcomputer. These companies provide the local support you want - backed up by Peachtree.

Major microcomputer manufacturers and distributors have made their investment in Peachtree Software for their micro-computers.

They include: BRITANNIA, DIGITAL, EPSON, H & H (Tiger), IBM, MEMORI, OEM, OSBORNE, PHILIPS, POSITRON, RANK XEROX, SHARP, WANG, SAMURAI (Micronetworks), SANYO and ALTOS (Logitek), TOSHIBA (Scan computers).

Peachtree Software is available for these machines through their own distribution networks - backed up by Peachtree.

## THE SOFTWARE THAT WORKS FOR YOU

Peachtree Software International Limited, "The Peachtree", 99 King Street, Maidenhead, Berkshire SL6 1YF, United Kingdom. Telephone: Maidenhead (0628) 32711. Telex: 849000.

A Subsidiary of Management Science America



SEND FOR THE PEACHTREE PORTFOLIO:

Clip the coupon to your card or letterhead and mail it today.

My Company:

My Name:

My Computer:

My Tel. No.:



FT6

## Does your Business Change Faster than your Ledgers?

If you are an accountant using, or planning to use, IBM based applications it will be a familiar problem.

The solution is to use Unilever Computer Services' new Financial Systems.

Under your direct control they enable your ledgers to reflect your business with

realtime data entry, update & enquiry a flexible report writer easy accrual journaling multi-company, multi-currency usage powerful cash flow payment, planning & control excellent security

and, of course, full auditability all at a price that will be a pleasant surprise.

For further information please contact...

**UC SL** John Parker, Financial Systems Manager, Unilever Computer Services Ltd., 5 St. John's Lane, London EC3M 4BH. Telephone: 01-250-1500

## No1 source for software

8 & 16 BIT software for all makes of micro

When you're thinking software, think Soft Option. We develop just from scratch. We also offer a pricing system to suit individual needs with cumulative discounts for large purchases. We can give you technical support when it's needed. So make Soft Option your first call. We'll soon become your first choice.

OPENING 09.00-18.00 MON-FRI and IBM PC Software

**Soft option** SOFTWARE CENTRE

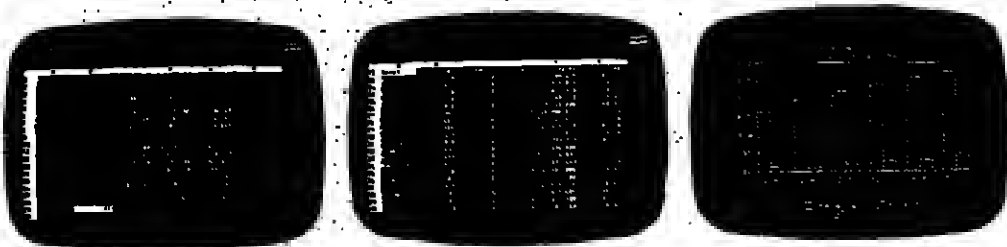
The Soft Option (UK) Ltd. 100 West Farnham Road, Farnham, Surrey GU14 7JF. Tel: 0429 800171



# Introducing 1-2-3 from Lotus. The first software that works as fast as you do.

You may have heard already about totally integrated software.

But the fact is that it was 1-2-3<sup>TM</sup> from Lotus<sup>®</sup> that gave the phrase real



1 Spreadsheet

2 Information Management

3 Business Graphics

meaning. Because we combined spreadsheet analysis, information management, and business graphic functions on one disk.

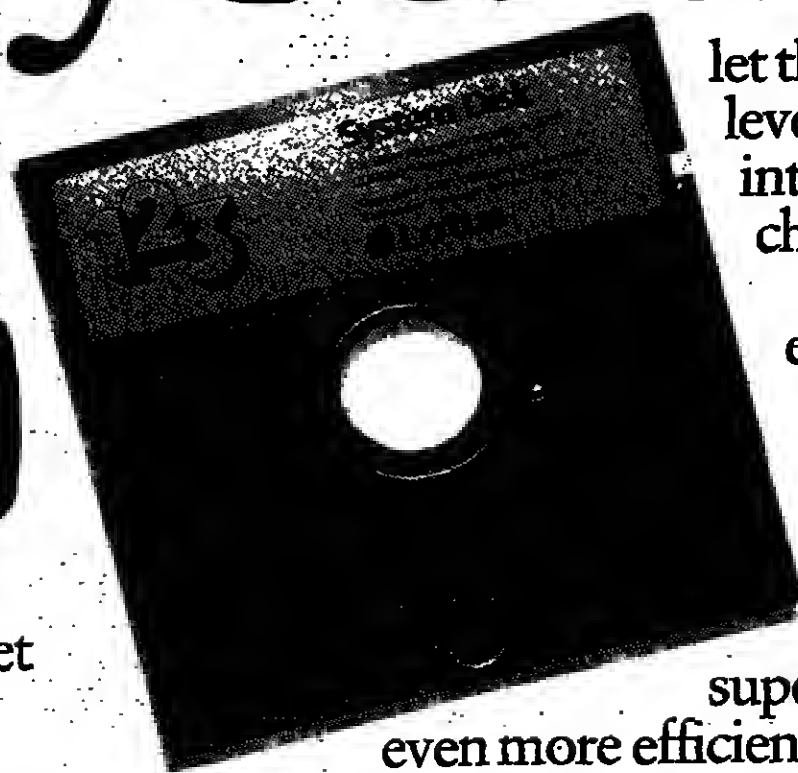
You can switch from one function to another instantly.

In fact, as you work with it, it seems faster.

**What about 'What ifs'?**

The speed of 1-2-3 from Lotus makes it a powerful ally for your mental and management skills.

But the real magic is that it's designed to



let the human mind work at its optimum levels, because the thought process is not interrupted by the mechanics of changing disks.

You can speculate, forecast and exchange variables from one function to another in seconds.

To the novice, 1-2-3 makes everything plausible. To the expert it makes anything possible.

In short 1-2-3 from Lotus is a superior management tool that makes you even more efficient than you are today.

With its speed and your skill it's wonderful to contemplate what you could accomplish.

## Lotus

**The hardest working software in the world.**

1-2-3 and Lotus are trademarks of Lotus Development Corporation.  
All rights reserved.

**Lotus**

Please tell me where I can see Lotus 1-2-3 demonstrated.  
Send to: John Weatherhead, Reflex Limited, Wellington Industrial Estate, Basingstoke Road, Spencers Wood, Reading RG7 1AW. Tel: 0734 884611.

Name \_\_\_\_\_  
Business \_\_\_\_\_  
Address \_\_\_\_\_

business  
lister  
edgers?

software  
makes of  
option  
centre



## COMPUTER SOFTWARE IV

Alan Cane examines the advance in software engineering

## Moving from an art into a science

SOME 35 miles north-west of Boston, Massachusetts, a grand stone mansion which was once a home for the Marists, a religious organisation founded in France as a teaching order for country boys, has taken on a new significance.

The Marists have long since gone, but the building is still used for teaching; the seminar rooms these days, however, bristle with some of the most advanced computing equipment available. The students who use it come from all over the country.

The building now houses the Wang Institute of Graduate Studies, founded in 1979 by Dr An Wang of the office automation company which bears his name, to meet a new and growing need in the computer industry—the need for software engineers.

The twin aims of the Institute are to provide the professional graduate education which software engineers require to meet the demands of industrial software development and management, and, more significantly, "to help alleviate the acute nationwide shortage of skilled software specialists."

The importance the industry attaches to the Institute is underlined by the fact that although founded and named by Dr Wang, funds and machinery are contributed by other computer companies, many of which sponsor students at the Institute: Digital Equipment, Hewlett Packard, Prime, Raytheon, Bolt, Beranek and Newman.

## Joint venture

Institutes such as the Wang are rare—in the UK, the closest comparison is with Imperial Software, a joint venture company set up with funding from London's Imperial College, National Westminster Bank, Plessey and PA Management Consultants—yet the importance of developing new ways of creating reliable and sophisticated software is recognised in the money being poured by governments and individual companies into software engineering research.

In the UK, for example, a committee under Mr John Alvey of British Telecom investigating Britain's needs in advanced computing identified software engineering as one of the key "enabling technologies."

Now a collaborative programme of research and development is under way under the guidance of Dr David

Talbot of ICL, designed to bring the universities, industry and the government together to accelerate progress.

In the EEC, the Espirito programme has somewhat similar aims; the French Concerto programme and the Japanese "Fifth Generation" initiative are all directed towards the same goals.

Major multinational computer companies like IBM and Geisec, the computing services arm of General Electric of the U.S., are pouring millions of dollars of their own money into better methods of software production.

So it is clear that the need is there and that the need has been recognised. Now for an important caveat. There is a pernicious and tenacious myth, partly sustained by the software specialists themselves, that producing computer programs is a kind of letter day magic—"still more art than science" is the usual phrase.

It is not. It is highly skilled work of a sort which requires meticulous attention to detail, imagination and a thorough knowledge of the application for which the computer program is intended. But it is not magic and there is a growing understanding in the industry that uncritical belief in "expert system," "knowledge-based systems" and so on will not necessarily lead to the hoped-for software bonanza.

Pull away the smokescreen of magic and software engineering is, according to Wally Burgess, software engineering specialist with Geisec in the UK: "A unified set of rules, techniques and working patterns laid down and followed so that software systems can be built in a professional manner."

It is a set of techniques that improves management planning and control, enhances technical activities and historically results in more reliable software with a lower overall cost.

Geisec operates Mark III, the largest commercially available information processing network in the world; its customers are spread across the globe and its software needs are international.

Mr Burgess points out: "An international company needs a new generation of standards. We could not be where we are today in software without the use of software engineering."

He is particularly critical of much of the computer's business's cottage industry approach to software, arguing, for example, that the word "bug" for an error in a programmer's work should be banned, carrying as it does, connotations of inevitability and no suggestion of blame.

So the advent of software engineering means a move from art to science, from amateur to professional.

The tools are there; Professor Manny Lehman of Imperial College has written a "rich set of process primitives"

which can be structured to provide a basis for practical implementation.

Mr James Feeney, managing director of Imperial Software argued: "These efforts will revolutionise the software production process, changing it from a cottage industry to a capital-intensive one. But it will be some time before these changes work through to the larger mainframe data processing departments, where the weight of previous investment will ensure the continuance of existing operating systems and methods for another decade or two."

## Coming to terms

He went on: "Large software users will need to come to terms with these developments for all new projects otherwise they will find themselves on a 'high cost/poor quality' limb while the rest of industry will have turned software production into a precise engineering discipline."

Earlier this year, Systems Designers, a well-regarded UK software house based in Fleet, Hampshire, launched one of the first commercially available software engineering products. Called "Perspective" it is designed to aid a software development team in the designing, programming and testing of new software systems.

Echoing Professor Lehman's view that the software tools are there and need only to be organised, Mr Edwin Wareham, international product sales manager for Systems Designers said: "The software industry has been highly proficient in providing methods and tools to overcome management and design problems."

He went on: "With Perspective, we introduce the same disciplines and tools in the actual process of software engineering."

"The result will be better quality software, produced more quickly at less cost. We will

## Hunt for vital link for tomorrow's factories

THE "factory of the future" will be built around software. The factory of today already uses a rich and diverse mix of software products, but in an essentially compartmentalised fashion.

The trick for the next generation of factory systems is to link all these diverse systems together to create a factory run by computer—computer integrated manufacturing (CIM).

Sales of CIM equipment and software will reach \$86bn in the U.S. by 1992, according to consultants Arthur D. Little. Similar growth can be expected in Europe.

In the UK, major manufacturing companies have a long track record in the installation of computers for production control—Smiths Industries, for example, installed its first mainframe as early as 1963 and developed its own production programs.

But there was disquiet about the fact that so few small and medium sized companies were taking advantage of computing techniques.

In 1967-68, John (now Sir John) Hoskyns, founder of the Hoskyns Group of companies

persuaded the National Research Development Corporation (NRDC, now part of the British Technology Group) to sponsor a study into the reasons for this failure to modernise.

The answers surprised nobody. Computerisation cost too much, took too long and was too risky. The solution, it seemed to John Hoskyns, was standardisation. So Hoskyns selected a "best buy" among the computers available at the time—it turned out to be an ICL 1901A with 48 thousand bytes of storage—and set to work writing stock recording programs, requirements planning programs and so on, with the NRDC citing as high risk, high cost, high rate bankers.

"Those systems were not built in ivory towers," John Hartley, director of Hoskyns' Manchester computer bureau recalls. "They were built on the factory floor. You got swart in your turn-ups."

Built for ICL machinery, the Hoskyns systems were rewritten for IBM and after Hoskyns was taken over by Martin Marietta, the U.S. aerospace major, offered world-wide as the MAS

FACTORY SYSTEMS: 'Automate or liquidate' has become a slogan, but manufacturers are convinced of its truth, as Alan Cane reports here.

II range comprising master production scheduling, engineering control, materials requirements planning, purchase control, manufacturing control and capacity requirements planning.

Production control systems are offered by most major computer manufacturers including IBM with Communications Oriented Production and Information Control System (COPICS) NCR with Interactive Manufacturing Control Systems (IMCS) and Burroughs with TMS (The Manufacturing System).

## A package

This latter package claims to embrace: "All the elements of financial and production control on a single database." At the launch of the system in the UK earlier this year, Burroughs gave evidence that TMS had saved Stewart-Warner, the U.S.-based pneumatic tool and pump manufacturer at whose Tyne-

mouth plant the first system was installed, £50,000 in the first year of operation.

ICL, the UK's largest computer manufacturer, offers two systems—Omac 25 for larger users and Safes 25 for the smaller company.

Conserv of Minneapolis, Minnesota, claims to be the world's leading independent supplier of mainframe-based manufacturing software.

In 1982, it showed a net income of \$2.5m on revenue of \$25m. It began operations in Europe in January 1983 and has already sold its system

to seven UK sites including British Leyland, the Gravelly subsidiary of Wilkinsons Sword and Prestcold. The Leyland orders involved five separate sites.

According to Conserv, Gravelly with its three Anapne modules—Bill of Materials, Materials Control and Material Requirements Planning has already quantified benefits

approaching £250,000. The second element which must be integrated to produce a comprehensive electronic factory is computer aided design, an area dominated by the U.S. company Computer-

vision but thick with competition from companies like Calcomp, PAFEC, Shape Data and the UK's CAD Centre Rascal Redac and Ferranti Cetelec.

According to Strategic Incorporated, the U.S. consultancy: "Not since the invention of the computer itself has the designer and manufacturing engineer been given as powerful a tool to do his work. Yet computer graphics is still an emerging technology."

The third element of the computer integrated manufacturing plant is computer aided manufacture (CAM) the digital control of the machine tools which cut and shape materials in the manufacturing process, as well as the trucks which convey the materials from the store to the workplace and the robots and automated handling equipment which move workpieces onto and away from the machine tool.

This includes the concept of the flexible manufacturing system, a linked array of manufacturing cells operated by robots where materials are converted to finished components or products in a series of integrated operations.

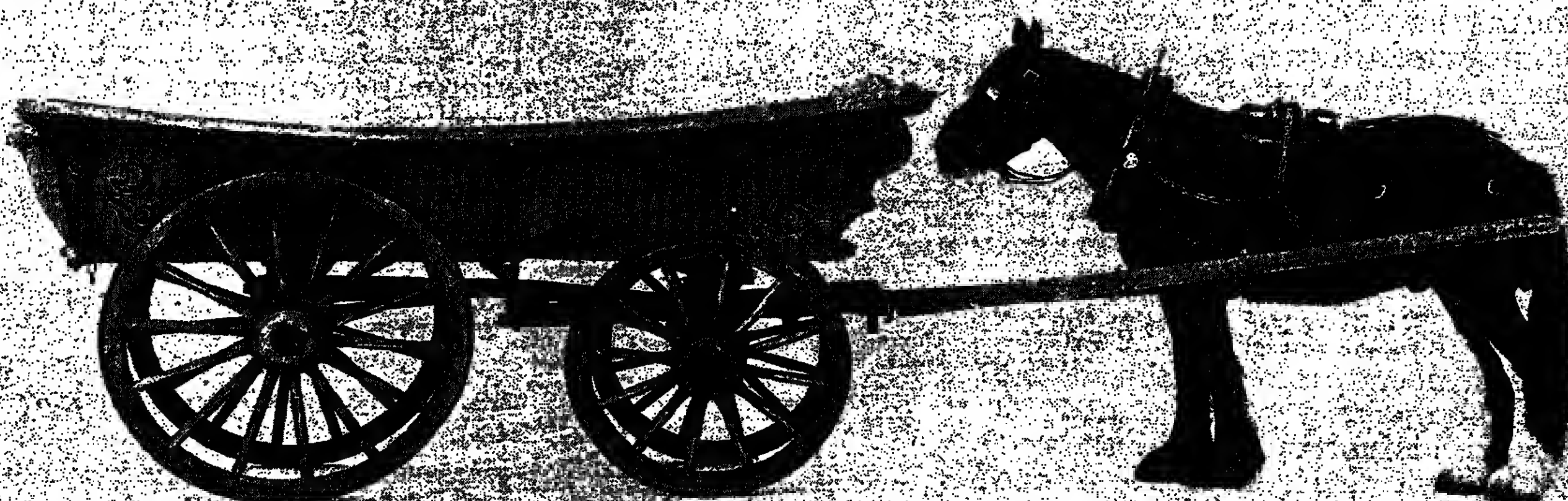
That, then, is the vision of the computer integrated factory. The magnitude of the problem is indicated by the difficulty of creating the software to link the three essential elements—when surveys have shown that very few flexible manufacturing systems, the basic unit of the computer integrated factory, have yet been implemented successfully.

The Strategic study noted six major points:

- The emerging automation technologies require new skills, methods, equipment and organisational structures, all of which present barriers to the rapid implementation of factory automation.
- If new manufacturing systems are to be installed, the old have to be removed, repaired or abandoned. A single

CONTINUED ON NEXT PAGE

## How most businessmen view the acquisition of a computer system.



As soon as the decision to get a computer has been made, most businessmen set about doing just that. See all the salesmen. Talk to friends and associates. Take computer magazines and read all the ads. It's a well-known process, yet to the first-time buyer it's a journey into the unknown. And a recipe for disaster. A computer is a machine. It has a capability. Despite sophisticated electronics and the march of technology it remains only as good as its software.

Simply it is more prudent to examine the much wider and more complex range of software systems on offer, before committing the company to heavier metal. And when you look at software you'll find there's none better than Microsoft. Microsoft has gained a reputation as being the No. 1 in computer software by consistently outperforming its competitors across a whole range of packages. Once you become a Microsoft user you'll stay a Microsoft user.

Because we will bring to you the ability to get in front and stay in front. By simply producing the best in the business. So before you sign anything, give us a call. When you've got your software right, you won't get your hardware wrong. After all, we'd hate you to have to back out of a difficult situation.

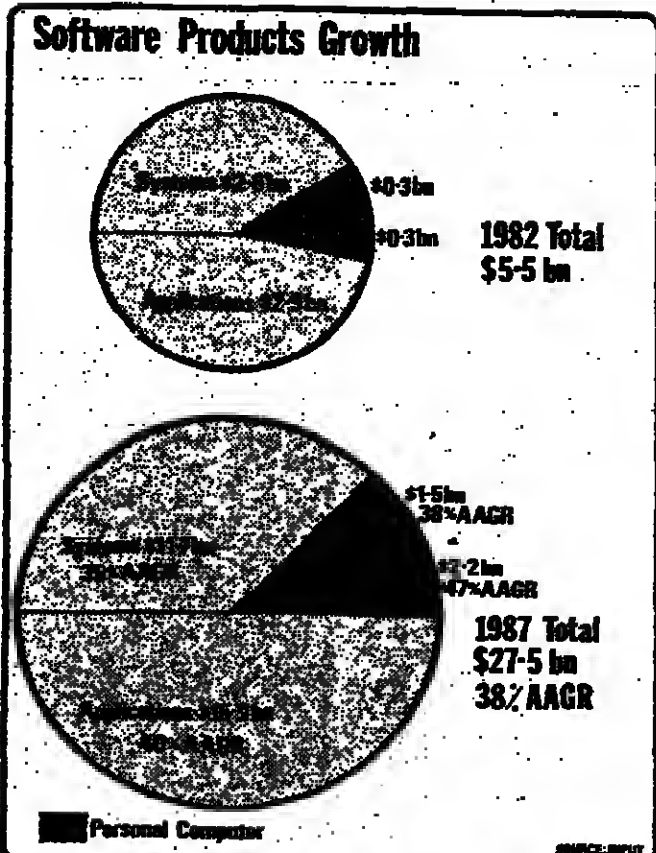
**MICROSOFT**  
Right Firsttime.

For more information on Microsoft Products, including Multiplan, the World's No. 1 spreadsheet, write for Microsoft, FREEPOST Windsor, Berks. FL4 3BR, or call (07535) 59951.



## COMPUTER SOFTWARE V

# A world of asteroids and whizz-kid programmers



Applications software will grow faster than systems software. Applications for personal computers, in particular, will grow at 47 per cent a year to 1987, according to world market analysts.

## Factory of the future

CONTINUED FROM PREVIOUS PAGE

computer aided manufacturing system can cost more than \$1m.

It is essential that a plan be developed for factory automation that relates to a three-year operating plan, says the study.

It will be as hard to overcome human intransigence as computer software difficulties—the resistance is most frequently found at middle management level.

Factory automation is a fundamentally new development. For years the idea of dividing work into small tasks has been a manufacturing philosophy. But the integrated, automated factory requires just the opposite concept. Data is shared and design engineers must consider the impact of their efforts on manufacturing equipment, methods and other resources.

The savings from factory automation are real and will

force acceptance of the new technologies.

“Automate or liquidate” has become the slogan, but manufacturers are convinced of its truth. A survey in the U.S. revealed most respondents thought at least 25 per cent of all manufacturing plants would have CAD/CAM systems installed by 1990.

The significance of this for software is profound. The integrity of manufacturing software in a semi or totally automated environment is as critical as that of software in a defence system or plant control system.

There will have to be reliance on new techniques of software engineering and ways of creating fault tolerant software—just as hardware manufacturers have been forced to develop fault tolerant computers. For the automated factory, today's production control and CAD/CAM systems are just the beginning.

**MATCH WITS** with mighty Mages in the final battle for supremacy of the planet Xarg! Defend yourself from the attacks of plutonium-crazed mutants who will try to eat you alive! Destroy the 90ft-high, neutronium shielded, genetically-engineered, laser-spitting mutant death camels before they invade your stronghold!

The computer game software business takes you into a different world—a world not just of fends, mutants and asteroid explosions, but also of adolescent entrepreneurs, explosively growing businesses, and 14-year-old whizz-kid programmers.

As Nick Alexander, managing director of Virgin Records subsidiary Virgin Games, and the man in charge of a whole stable of teenage programmers put it: “I spend more time negotiating with mothers and grandmothers than with the programmers themselves.”

Virgin Records decided to diversify into computer games because, as explained by Mr Alexander: “Computer software, as the new entertainment technology, falls into our business. The sort of people who buy computer software are the same people who buy records—youth, male, and teenage.”

Five years on, computer software and computer programmers may be the stars, not pop musicians. We're already beginning to see the same rows between different software fans—arcade games freaks, adventure game freaks or sports simulation addicts—as happened between heavy metal fans and punks three years ago.

Virgin Games promotes its programmers like pop stars, taking them on tours of the country so fans can see them and experience their wares. The difference is that the venue is not concert halls but the “Virgin Bus”, a double-decker loaded with computers, video screens and games.

Virgin's young programmers usually get started, explained Mr Alexander, “because they get exposed to computing at school and then develop it as an obsessive hobby. They spend 12 or 14 hours a day with their home computers in the holidays, wrapped up in another world.”

Geoff Minter—not one of Virgin's young programmers, but designer of the mad mutant camels game, sold by his own company, Llamasoft—explained that his computer skills were “all self-taught. We used to sit around at sixth form college designing games in our lunch hour. There was a Pet micro which no-one knew how to use, so I taught myself from books.”

Mr Minter—who is now 21—spends up to three months

combining of home computers and cable TV as well as from exporting its games to the U.S.

W. H. Smith, now Britain's leading software retailer, British Telecom and Thorn-EMI have also announced plans to send games to home computers over cable TV.

Mr Richard Wolfe, Director of Cable Programming at Thorn-EMI explained: “The idea is to provide a subscription service for games, and then the consumers can pay for them individually at the touch of a button—just like having a games arcade in their own TV set.”

British Telecom decided to combine cable TV and compu-

week in October,” said Mr “It's a huge business—and it's frightening, in a way, because just two of us started it off.”

Such soaring success may be frightening—but it contrasts strongly with the troubles of many of the companies which make the home computers themselves.

Atari, Mattel, Texas Instruments, Dragon and Grundy are all having financial problems at the moment and there are some suggestions this may start to affect the now-booming home computer software industry, as some home computer hardware manufacturers try to increase their revenues by cutting software prices to boost sales.

Philip Nugus, Thorn-EMI's Marketing Director for Screen-based Entertainment, was distinctly gloomy. “There is a lot of software from the U.S. being sold at the moment at distressed prices because of the shake-out in the American industry,” he said.

“For example, Atari has sold 5m or 6m cut-price units on the U.S. market and Commodore has cut its prices by a half.”

“What is worrying is that this may find its way over here and the whole price structure in the UK could be affected.”

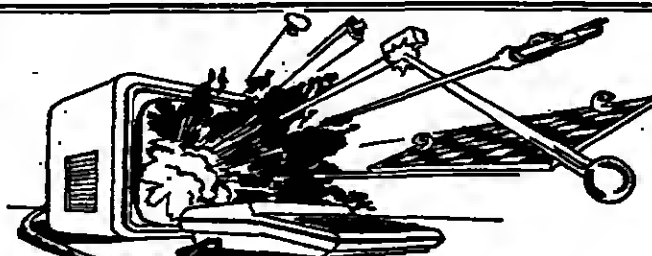
“I'm not optimistic about the short term,” Mr Nugus continued, “because there's been over-production and a gold-rush mentality and a lot of little companies jumping on the bandwagon. Thorn-EMI has got enormous resources and we will ride out the problems because we see a long-term market—but there's going to be a huge price drop in software over the next year or so.”

Careful marketing has helped Thorn-EMI get a 20 per cent share of the UK market for sophisticated computer games, and to sell 250,000 units in the U.S. in less than a year.

All the company's computer games are tested by selected groups of users who are then interviewed by psychologists provided by Saatchi and Saatchi and the results are fed back to the games designers.

For the future, Thorn-EMI is committed to a range of home computer software including not just games but also educational programmes and “personal productivity packages” such as home word processing, budgeting and filing.

The home computer software market in Britain has so far been dominated by games, but now personal productivity software is tipped as the new growth area.



Microcomputer software and the videogame market: it is a world not just of space craft and asteroids, but of explosively growing businesses, as Joan Gray reports

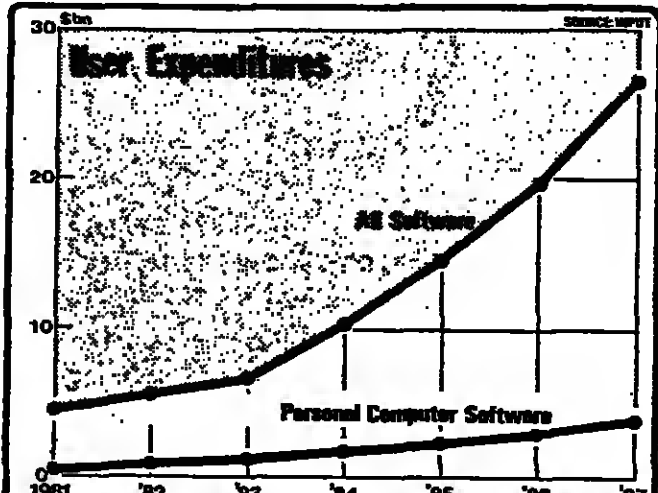
in the intervals between manning his stand at a computer show.

Staffed by Mr Minter, designing the games, his mother, helping with the paperwork and his father, with the testing, Llamasoft is a tiny enterprise compared to Virgin. But it has still shown the explosive growth now characteristic of the business.

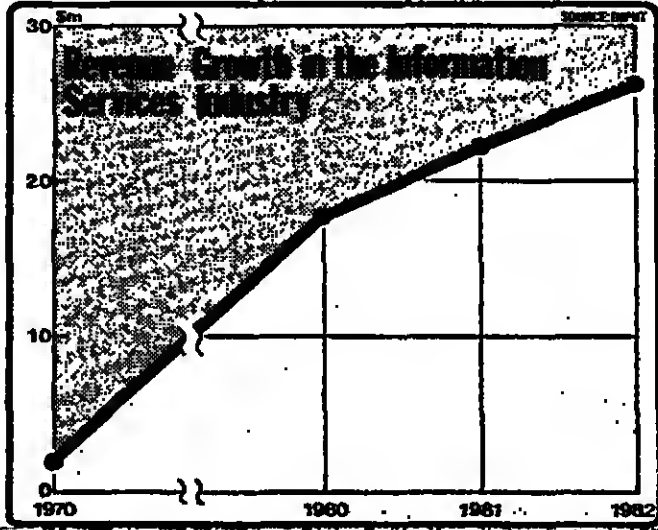
However, for example, has already sold 2,000 copies at £7.50 each, and turnover has reached £300,000 since September 1982.

As for Virgin Games, Mr Alexander is expecting a turnover of £1m in the first six months from a planned investment of £1m in the first year. “And in the long-term, who knows?” he added. “The market is worth £80m a year for computer game software in the UK alone in 1983, and we're aiming for a 5 per cent share. That means £4m a year for us at current levels, but the market projections suggest it is growing astronomically.”

Virgin has joined consortia applying for three cable TV franchises, and is expecting further growth to come from the



User expenditures worldwide. The UK software market, in particular, could soon follow the American pattern, where there has been far less of a division between home and business computers.



## How Raytheon software helps the Woolmark make the international scene.

Up in lights on Tokyo's Ginza or sewn into a label in London's Savile Row, the Woolmark must be protected. And this is the job of the International Wool Secretariat (IWS).

When this organization decided to computerize, it chose Data Logic, a Raytheon company headquartered in the U.K., to supply system and software design.

That system now helps IWS monitor and disseminate new developments and techniques in the manufacture and care of wool, and keeps textile producers and retailers abreast of the latest trends in fashion, styling, advertising, and promotion. It also assists in tabulating and interpreting market research, economic analysis, and sales forecasting.

Yet this is just one example of Data Logic's long experience in computer systems, embracing a great variety of applications.

In the U.K. alone, these range from evaluating the performance of students in the Army Apprentices College, to a nationwide distributed processing network for England's largest independent dairy, all the way to a computer-controlled operations system for the world's largest refrigerated container facility.

The result is a total systems business geared to the burgeoning growth of automation throughout industry.

Raytheon... a five and a half billion dollar company in electronics, aviation, appliances, energy, construction, and publishing. For copies of our latest financial reports, please contact any of the offices or companies listed below, or write: Raytheon Europe, 52, Route des Acacias, 1227 Geneva, Switzerland, or worldwide headquarters, Raytheon Company, 141 Spring Street, Lexington, Massachusetts, U.S.A. 02173.



RAYTHEON

FOR INFORMATION ON DATA LOGIC: Data Logic Limited, 29 Marylebone Road, London NW1 5JX, England. Tel. 441/486-7288.

OTHER RAYTHEON COMPANIES IN EUROPE: **Electronics** - Cossor Electronics Limited, Harlow, Essex, England • Raytheon Halbleiter G.m.b.H., Munich, Federal Republic of Germany • Raytheon International Data Systems, Amsterdam, Netherlands; Frankfurt, Federal Republic of Germany • Raytheon Marine Sales & Service, Copenhagen, Denmark; London, England • TAG Halbleiter G.m.b.H., Bonn, Germany • TAG Semiconductors Limited, Zurich, Switzerland • Wire and Cable: Electrical Installations Limited, London, England • Le Fil Dynamo, S.A., Meyzieu, France • Lancia & Kress, Kissing G.m.b.H. & Co., OHG, Braunschweig, Federal Republic of Germany • Sterling Greengate Cable Company Limited, Aldermaston, Berkshire, England.

RAYTHEON OVERSEAS LIMITED, EUROPEAN OFFICES: Bonn, Brussels, London, Madrid, Paris.



# The Soft Option

New software products, packages and services are now flooding onto the market. Their increasing sophistication and ready availability are rapidly changing the whole software market place.

How will this affect the traditional role of the in-house systems department? Will the implementation of the new generation of computer software really lead to productivity increases? How do you select the most appropriate software from the large and growing number of competing products?

Take the soft option, come to Software/expo, Europe's leading specialist software event. Over three days this conference will provide you with a step-by-step solution to software selection and use.

For further information please clip your business card to this advertisement and return to:

**Online**

**Online Conferences Ltd**  
Pinner Green House, Ash Hill Drive,  
Pinner HA5 2AE, UK  
Phone: 01-868 4466

## SOFTWARE/expo EUROPE

International Conference & Exhibition  
Wembley Conference Centre London 8 - 10 November 1983

Software/expo is sponsored by Computing Services Association with the full co-operation of PEMCO



## There's more than one way to solve your cash flow problems.

Cash flow management is a delicate process at the best of times—but if you're having to resort to the heavy stuff, life is probably getting a little too exciting for comfort.

However, any help you can get in achieving greater control over events is probably more than welcome. Which is why Omicron Management Software for micros puts cash flow management and credit control right at the top of the priority list.

To spot potential bad debts earlier, PowerSales will report all debts—showing how old each is and highlighting any credit limit violations. Better still, PowerOrder informs you of any overdue debts and exceeded credit limits on any account immediately there's an attempt to enter an order. So now it's possible to demand immediate payment in full, or part, as a condition of order acceptance.

PowerSales will forecast your likely cash inflow based on previous payment patterns, highlighting any potential shortfalls. And PowerBought allows you to fine tune your selection of which payments to make, to match exactly the funds available.

Whatever your interest, every PowerSystem in the Omicron range is designed to put exactly the right information in exactly the right place for the most effective management control—your hands.

See for yourself these management orientated PowerSystems. Simply complete the coupon or call 01-636 6575 today for a free illustrated brochure. Then arrange to see a demonstration at your local Sales and Support Centre—it'll knock you out.

Post to: Omicron Management Software Ltd, 26-28 Great Portland Street, London W1N 5AD Tel: 01-636 6575

Please send me further information on Omicron Powersystems ☐

**POWER SYSTEMS**  
**OMICRON**  
FAR-SIGHTED SOFTWARE

Name \_\_\_\_\_  
Position \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
Tel \_\_\_\_\_ FTI

## COMPUTER SOFTWARE VI

# Ada has a bright future

An entire industry has been built up around Ada, the new language and programming environment, which some see as the Cobol of the 1980s. Maggie McLening examines Ada's importance and prospects



● Ada is named after Augusta Ada Lovelace (1815-52), the only child of Lord Byron.  
● Left: Mr Michael Pickett, senior Ada consultant at CAP.

DEFENCE BUDGETS command the cream of computer technology, much of which eventually filter through to the commercial sector. Developments such as videodata, FAX systems, graphics and computer simulation were all tried and tested in military establishments before finding their way on to civilian desks.

This could also turn out to be true for the programming language, Ada, which is due to become the standard for the U.S. defence market from January, 1984.

U.S. Government backing has proved a powerful launch-pad for languages in the past—Cobol being a good example.

With the original government endorsement 20 years ago now largely forgotten, Cobol is still the standard commercial language for 70 per cent of data processing installations, and has entered its second childhood on microcomputers, courtesy of systems software house Micro Focus.

Ada, although no Cobol-clone, may have a similar future mapped out in the real-time systems arena; initially on large-scale projects such as process control, avionics, robotics and telecommunications.

The concept of Ada emerged in 1974, when the U.S. Defence Department discovered that it was spending \$3.5bn a year on software alone, and decided to cut down. Since much of that figure was caused by contractors supplying systems in about 350 different programming languages, the Defence Department announced that one all-purpose language would be adopted as a standard.

### Requirements

Coral 66, already chosen by Britain's Ministry of Defence as a real-time standard for the UK, was rejected as being too limited. The U.S. Defence Department wanted a language which could be used to write communications command and control networks, but be equally suitable for embedded systems used to guide cruise missiles: a scope too wide for any existing programming language.

The U.S. drafted a series of draft requirements specifications, known by titles such as "Strawman", "Tinman", and "Ironman", which were vetted by the Services, as well as industrial organisations and universities.

The final version, Steelman, became the basis for a detailed definition of the language, submitted by GEC Honeywell Bull in France, which was eventually selected for development work.

Named after the inventor of the first computer, Charles Babbage, and (unofficially) the first programmer, Augusta Ada Lovelace, Ada was intended to become the centre of a Utopian development environment, including the best features of existing languages and a range of programming tools.

The result is a high-level,

algorithmic language looking similar to Pascal, which incorporates many innovations, programmers everywhere banker after.

One of the distinctive features of Ada is the use of generic routines, to eliminate duplication of coding for identical processing of different data items. The type and description of the item supplied as a parameter to the routine, and the classification may include the definition of a "user-view", masking some aspects from general or unauthorised view.

The ability to restrict an end-user from accessing parts of a system is obviously essential in the defence market, but it is also becoming common practice for commercial systems, where, to simplify operation, a front-end interface may be installed. Security routines then form an invisible barrier between the external view and the heart of the system, with access across the divide limited to those with authority.

Another important technique embodied in Ada is that of "delayed rendezvous" for real-time systems. This speeds up processing by enabling a program to perform tasks as soon as data means is available, rather than consecutively.

When tasks are completed, the results are accepted back into the program at a pre-defined entry (or "delayed rendezvous") point.

Less innovative, but accepted as an important aid to high-quality programs, is modularity and the ability to compile and test routines separately, com-

binning them into program later. This simplifies system design and makes maintenance work more straightforward, because only small areas need to be changed and recompiled.

Ironically, what was intended to be one of Ada's greatest strengths could turn into a weakness. Cramping multiple and, often, disparate requirements into a single language is bound to make the end-result unwieldy.

While the language may be easy to use in different types of applications, the compiler has to cater for the sum of the parts. The result has been that most of the compilers produced are too slow to be commercially viable and suitable only for programmer training.

### Enthusiasm

Ada, however, has captured the imagination of software houses, both within and without the defence clique. There are more than 37 Ada compilers, of varying pedigree, on the market, only some of which have been officially approved by the U.S. Defence Department.

New York University's Courant Institute was the first to run the Ada test program, Office's 1,328 test programs supported its interpreter successfully.

Reim Corporation's compiler was second past the post and, more recently, Western Digital

which also supplies an as yet unapproved compiler from Telesoft in the U.S., has been experimenting with Ada for robotics and process control.

Over-subscribed training courses and the ease of five Ada compilers in the last three months have convinced CAP that the demand for Ada outside defence.

Several of the companies to buy Ada compilers have been computer manufacturers, which suggests that Ada rippling are spreading, but Mr Michael Pickett, senior Ada consultant at CAP, believes that the trend should not be over-estimated.

There are probably around 12 companies in the UK that are dabbling with Ada," he said. "In the sense that Cobol is the standard for commercial systems, Ada is unlikely to reach a similar position for real-time systems over the next 10 years because of competition from Fortran.

Fortran has been the workhorse of scientific programmers over a number of years and it has gained considerable momentum."

When Ada becomes the U.S. standard in January, however, the Ministry of Defence and all other users, such as British Aerospace, GEC and Plessey will be drawn into the Ada net, compulsorily. These companies are bound to apply their defence expertise to scientific and engineering applications for the commercial market, so Ada will arrive there by default.

Plessey and GEC are, in any case, part of the funding force behind the work of Ada working together with the Ministry of Defence and British Telecom.

AGL, comprising staff drawn from ICL, Software Sciences, SPL International, and Systems Designers, is about one-third of the way through a project to develop a Minimal Ada Program Support Environment (MAPSE), incorporating the Chill telecommunications language.

Work has cost \$3.5m so far, mostly supplied on a "drop-dead" basis, with a further £1.2m awarded at the end of September, but AGL needs around £7m more to complete the project.

A contract has yet to be signed by all the parties, however, and a final decision has to be made on requirements because, for example, BT is the only sponsor requiring Chill. BT will hold rights to the finished MAPSE, with marketing rights going to companies forming AGIL. The newly selected AGIL chairman, Mr Martin Jordan is confident of Ada's long-term prospects outside the defence sector. "By the end of the decade, Ada will be the language everybody will learn and use."

Amid growing enthusiasm for computer technology and increasingly sophisticated software, Michael Dixon, Education Correspondent, highlights some often-forgotten factors in the human decision-making process.

## Technology has its limitations

THE INSTANT the radar-linked computer decided that the unidentified aircraft were on an attacking course, the system prepared to launch Armageddon. Through the control-room displays it swiftly supplied the commander of the U.S. Navy task unit with the best tactics for interception, back-up deployments and so on.

"I'll never forget how he reacted," says Dr Donald Broadbent of Oxford University's Department of Experimental Psychology.

"After glancing at the displays, he calmly flicked down the switches that cancelled them. Then he said in a southern drawl: 'Ah guess we'll just let this situation develop itself a while.'"

The result of that decision during an exercise with computer aid for military commanders was a boost to the Navy Captain's reputation. For the approach of the enemy aircraft turned out to be a feint. The real attack came later in another form and from an entirely different direction.

But when the Captain was asked why and how he had decided to ignore the computer system's warning, he was completely unable to explain. He had made was proved to be the right judgment without any idea clear enough to be expressed in words of either what information or what mental processes he had been using to make it.

In doing so he exemplified a factor which Dr Broadbent, among other psychologists, feels is being forgotten by computer experts and lay people alike amid the growing enthusiasm about advances in information-processing technology.

Not everyone would go as far as the zealots who predict that computers will one day "keep us as pets." But there seems to be a widespread assumption that the development of microelectronics, software and allied technologies will ensure that information-processing systems in the hands of a few highly intellectual people increasingly take over the world's decision-making from the less academically able majority.

Much is expected, for instance, of so-called expert systems which it is assumed will provide an instantly accessible and constantly updated compen-

sely entrusted only to people of high intellectual ability as measured by their ability to answer questions in words and figures.

But however much it conflicts with the conventional wisdom about education, Dr Broadbent's evidence merely supports something demonstrated by the philosopher Kant, 200 years ago. He showed that the intellectual procedures developed by scholarly education, such as logic, amount only to rules for thinking in a self-consistent way.

Yet the ability to apply those rules wisely—as, for instance, in deciding which bits of the available information are relevant to a real-life problem and in which way—depends on a different mental faculty.

Kant called that faculty "judgment"—the want of which he regarded as the most serious deficiency in education. The only way to develop judgment, he added, was by practical exercise.

Moreover, good judgment looks likely to become more and more important than the different mental skills promoted by academic education as information-processing technology advances.

For one thing, computers by their nature are better than people at intellectual procedures of the kind measured by IQ tests. But for another, while they will make available increasing amounts of information, they can never be made capable of necessarily distinguishing between the true and

the false, let alone of determining which of the true bits should be applied in what ways in tackling real-life problems so as to provide wise solutions. There is consequently a clear need for the education system to stop concentrating almost exclusively on intellectual skills, and to equip itself with the practical forms of education required to develop judgment.

### Education

Fortunately, the present UK Government has made a first move in the right direction by funding experimental technical and other practical courses for schoolchildren aged 14 and upwards. But the move does not hold out much hope for the early establishment of a generally available alternative educational route by which children can develop their judgment through the medium of successfully harder practical exercises.

The total funds being made available for such experimental courses are less than 1 per cent of the £14bn spent overwhelmingly on conventional academic activities and Sir Keith Joseph, the Education Secretary, sees no way of organising the proportion to be invested in innovative projects.

So, while any move in the right direction is better than none at all, the Government's present effort to equip future citizens with better judgment would seem to be a classic case of too little, too late.

### COMPUTER BUREAU (FALMOUTH)

SOFTWARE SPECIALIST FOR "LOMAC"  
BUSINESS COMPUTERS (ENGLISH)

Financial and Management Accounting,  
Stock Control and Cash Flow, Mathematics,  
Economic Statistics, Bar Charts, etc.

Special applications by arrangement

Ring: L. Butterworth, Falmouth 313633



## COMPUTER SOFTWARE VII

### TOP 20 COMPUTER SERVICES COMPANIES IN WESTERN EUROPE (1982)

Company	Country of majority shareholding	Owned by	Services	Employees	Total revenue (£m)
IBM RCS*	U.S.	Public corporation	X X	N.A.	186.0
Selen Group	UK	BP	X X X X	3,500	175.4
SGS Group	France	Societe Generale/Private	X X X X	4,250	163.4
CISI	France	CEA (Government/BNP)	X X	2,700	163.7
Cap Gemini/Sogeti	France	Independent	X X	4,000	155.7
Gelco	U.S.	General Electric	X X X	1,200	150.0
Finisiel Group	Italy	IRI/Banca d'Italia	X X	2,320	139.3
GSI	France	CGE	X X X X	2,350	138.3
Datav	Germany	Tax Advisors Co-operative	X X	1,800	101.2
Sonus Metra Internatnl†	France	Paribas	X X X	1,400	88.6
CCMC	France	Public Accountants/Staff/ Societe Generale (F)	X X	1,180	81.0
Control Data	U.S.	Public corporation	X X X X	1,100	74.4
Thomson Informatique	France	Thomson-CSF	X X	1,750	74.1
Datama	Sweden	Johnsson Group	X X	1,100	72.8
Telesystems	France	PTT	X X	1,500	72.6
Silges Group	France	Credit Lyonnais/Tymshare	X X X X	1,000	68.2
CIG	Belgium	Societe Generale (B)	X X X X	1,040	66.3
Kommunidata	Denmark	Local government	X X	1,470	65.5
SESA	France	CGE/Cap Gemini/Sogeti/ Staff	X X	680	59.6
ICL Consultancy and Training	UK	ICL	X X	1,110	59.3

\* IBM Remote and Batch Computing Services revenue only included. IBM native revenue included. † Sonus Metra International, Logica and Systemics computing services revenue only included. ‡ Thomson Informatique includes TITM, Syntec and Ansys. § Kitz RCS, Remote Computing Services. SP, Software Products; SS, Software Services.

## Key applications in the office

WORD PROCESSING has probably become the major application in office automation. Software has been written for a variety of computer systems, from home computers, to single user's dedicated machines to the full office system with a central computer serving a large number of terminals.

In many ways, software is rather an intangible item being simply a set of instructions which will determine what you can do with a machine. In word processing, the functions that it offers to users are important because of the effect it has on office environment.

Few companies now look at word processing in isolation—it is usually part of an overall office information strategy.

Word processing comes in three different types of packages. It can be dedicated software which is written specifically for a particular machine, it can be disc-based software, such as WordStar, which can be used on a variety of general purpose machines such as the Sirius or IBM personal computer, or it can be software stored on a read-only memory and plugged into home computers. This includes packages such as WordPerfect or Wordwise which can be simply plugged into the BBC home computer.

In some packages, users need only press specified keys on the typewriter-style keyboard, in others the user must remember codes to carry out the editing functions.

It is also the case that the quality of word processing packages has improved to such

**WORD PROCESSING:** Many companies, having come to grips with basic word processing systems, are now looking at ways in which word processing and text editing can be extended, as Elaine Williams reports.

an extent that even general purpose microcomputers can carry out a level of word processing almost as sophisticated as that of a dedicated machine.

For example, this article was prepared on a humble BBC microcomputer using a programme called View, developed by Acorn, maker of the BBC machine. But View is not the only word processing package for the BBC computer though it is one of the most powerful.

Larger microcomputers, which use one of the major operating systems and are aimed mainly at the professional user, have an even wider choice of systems. Those on the CP/M operating system can pick from well-established packages such as WordStar, SpellMaster, Lexicon, Manuscript, Wordcraft and the word processor, which can be simply plugged into the BBC home computer.

Manufacturers and software companies are also looking at the growing market of turning electronic and electric typewriters into word processors. This is often seen as the most

painless way of making the transition to full word processing and is considered to be one of the easiest ways for typists to learn word processing techniques.

For example, the OEM group offers such a system and AES, one of the world's top word processor suppliers, has recently supplied an agreement with WordNet, a company which specialises in providing links between typewriters and word processing.

Many companies, having come to grips with basic word processing systems, are now looking at ways in which word processing and text editing can be extended.

Basic systems provide the user with facilities such as formatting, justifying text and moving text around; more sophisticated packages will even provide some search facilities whereby users can hunt for names, replace one name mentioned throughout a text by another which has been specified, for example.

The general view is that information processing is now important and that the manipulation and sharing of data is part of the word processing system. Increased sophistication

comes in the ability to produce simple bar charts, organisation charts, and tables; password protection of documents; spelling aids; versatile multiple and making column features which allow presentation of side-by-side translations, for example or newsletters and technical documents. AES, for example, provides such facilities in its enhanced editing package for its 7200 word processing system.

Another important area for growth is seen in communications added to the overall word processing packaging. Large dedicated systems, such as those produced by Wang, do have communications options which allow documents to be transmitted not only around the confines of the office but between several offices.

It is also filtering through to the general purpose computer systems. For example, ACT which is a distributor of the Sirius computer has recently developed Micromail which allows documents already prepared on WordStar, for example, to be transmitted to other subscribers to the Micromail network or to be transmitted via the international telex network.

Users to the Micromail network need a modem which allows the computer to be connected to the telephone network to ACT's central computer. This routes the calls to any other machine specified on the network and also formats the system for the telex network. The software in the system guides the user through the steps necessary to transmit the information.

## Stricter safeguards sought

A NEW momentum has entered attempts to protect computer software from illicit use in the UK. It results partly from a desire to prevent software piracy—although that is neither as blatant, widespread or as simple as the copying of video cassettes.

But the main reason for renewed interest in the field is the challenge of finding efficient and cost-effective methods of protecting expensive business software in the greatly expanded market made possible by the falling price of professional personal computers.

There is a tremendous amount of activity in this field," says Mr Donald Davies, a data protection specialist at the National Physical Laboratory.

The fear is that with more and more people using sophisticated software it will be increasingly worth their while to go to the effort and cost of bypassing existing technical methods of protection such as dongles or non-standard disk formats.

The National Physical Laboratory is itself involved in a new initiative with the British Technology Group to form a consortium together with the computer industry to try to find a solution to the problem.

Dr Brian Wichmann of the information technology division at the NPL, first suggested the need because he realised that the existence of sophisticated computer systems costing as little as £5,000 made expensive software more vulnerable.

"The protection of the software developed for these systems against illicit reproduction and use is essential to safeguard the software industry with consequent benefit for both manufacturers and the market," Dr Wichmann argued in a letter to potential members.

The first step will be to conduct a survey of existing software protection devices and see how they could be improved or new devices developed.

Dr Wichmann believes that the low cost of microprocessors, which has caused the problem in the first place, may also create the seeds of solution.

One idea is for the creation of a "super dongle"—a security attachment to the computer—which would have a microprocessor designed to carry out

essential parts of any program run on a computer. Those who did not have the dongle, which would be protected against tampering, would not be able to use a program.

The aim is to produce a standard product which would be offered to the members of the consortium in the first instance, for manufacture under licence. The real trick, Dr Wichmann admits, is to produce a device of a degree of sophistication and cost commensurate with the value of the software.

Mr Simon Elsom, of the NCL, formerly a research student at Aston University, will be carrying

out an NCC team has been looking at ways of distributing expensive business software by phone or videotape.

The project is now at the stage when both the software and the hardware have been defined and the NCC is looking for a manufacturer to invest the £200,000 or so that might be needed to bring a device to the market place.

The device is based on a tamper-proof modem containing a key piece of code which allows software sent in encrypted form to be unscrambled.

The unscrambling is based

on a technique called CHAPS, the Clearing Houses Automated Payment Scheme due to go live in February, believes it has about a six month lead in what could clearly become a competitive market.

In Padlock, software always goes to the user in scrambled form and is unscrambled in real time by a device housed in a tamper-proof box.

The scrambling is based on the American DES algorithm and the key to the code is protected using public/secret key techniques.

But for the moment the most common technical methods of protecting software are dongles and disk formats.

One of the most popular forms of software protection is the use of a wide range of non-standard disk formats for floppy disks. A track or section of the disk may be used outside the normal operating system or recorded between the normal tracks.

Such systems clearly offer some protection. The trouble is that there are copy programs commercially available which can be used to unlick them.

There are also a wide range of dongles—physical modules added on to the computer—containing an identification code or some other method of authenticating the software.

Dongles have been becoming more sophisticated but specialists in the field are still confident they can duplicate or simulate the effects of current dongles.

Mr Mike Wood of the NCC's privacy and security division takes a pragmatic view of the copying problem. Successful software products such as CPM and Wordstar have indeed been copied, but this has not detracted seriously from their eventual profitability.

"By and large, people are prepared to pay the market price for good software," says Mr Wood, who believes that few British companies would be prepared to buy "hole-in-the-corner" software.

He believes that if software companies paid a lot more attention to producing distinctive packaging for their products, it could create a fashion effect and encourage people to buy the authentic version of a program.

# Is getting financial information from your computer system like getting blood from a stone?



Your present system is probably the most important, complex, expensive, and time-consuming problem facing your management team. We can provide directly relevant experience, techniques and tools to help you create your next Financial Information System in months instead of years. Furthermore the new system can continue to evolve and change with your needs and function as a live prototype for the long term solution.

Our approach is based upon secure on-line terminal access to powerful software tools which cut development time dramatically and provide enquiry, reporting and modelling facilities on even the largest multi-dimensional financial performance databases.

If you are about to finance a new bespoke Financial Information System which could take years to implement yet would like to be on-line by next year, you really should contact us.



**Doric Computer Systems**  
Strong Software Solutions

Doric House, 23 Woodford Road, Watford WD1 1PB. Telephone: (0923) 52288.



## ARE YOUR SYSTEMS IN TUNE WITH YOUR BUSINESS?

With Micro computers you can't tell a disk by looking at its cover. So choosing the right software can be a very hit or miss business.

On the one side, the business programs don't always come up to scratch. On the other side, there's the problem of learning another language before you can talk to your computer.

At Systematics International we offer you the best of both worlds: proven business software that speaks your language. It's easy to understand, simple to operate and is the result of twelve years' experience in writing software for mainframe, mini and micro computers.

Every key aspect of business efficiency is accounted for, from accounts and stock control to administration and financial planning and modelling. The programs, compatible with the leading microcomputers, are available individually or as a complete suite. Behind them is a reputation for reliability and an extensive experienced dealer network that's as helpful as the programs themselves.

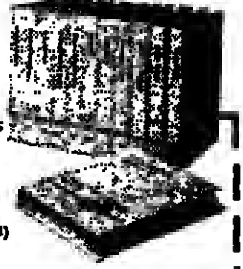
To find out why our software already calls the tune for thousands of companies, just clip the coupon.  
Cleeves House, Hamlet Road, Haverhill, Suffolk  
Telephone: (0440) 61121 (24hrs) Telex 99431 SIG.

**Business software that speaks your language**

To: Systematics International Microsystems  
FREEPOST,  
Cleeves House, Hamlet Road, Haverhill,  
Suffolk, CB9 7JR  
Telephone: (0440) 61121 Telex 99431 SIG.  
(A Group of Systematics International Group of Companies Ltd)

Please send me more information.

Name \_\_\_\_\_  
Address \_\_\_\_\_  
Post Code \_\_\_\_\_  
Company \_\_\_\_\_  
Position in Company \_\_\_\_\_  
Telephone No. \_\_\_\_\_



**Systematics International**

FT10/10



## COMPUTER SOFTWARE VIII

CASE STUDY: THE ROLE PLAYED BY FINANCIAL PLANNING SOFTWARE

## Package helps to clinch a deal

WHEN Timpson Shoes handed over £404m recently to Hanson Trust, the William Timpson shoe shop chain became a family company again.

It is an unusual deal. Timpson's was a family company until it was bought out by UDS in 1972, for £88m. UDS was in turn bought out by the industrial holding company Hanson Trust in April this year, and as part of the plans to dispose of some UDS assets, Hanson has now returned control of the William Timpson chain of shoe shops, established 1885, into the hands of John Timpson, great grandson of the firm's founder. The new holding company, Timpson Shoes, was formed by the present management team. The buyout, like all such negotiations, was preceded by an enormous amount of planning and calculation. While the Timpson board and family trust has overall equity control, the management team — managing director, Mr. Peter Cookson, financial director, Mr. Peter Cookson, and the legal advisor, Mr. Roger Lane-Smith — had to seek the support of Candover Investments to back a leaseback and sale scheme involving the Timpson property.

Candover, a specialist in this sort of buyout, is supporting £28m of the £404m deal, and to convince both bankers and sellers, Timpson's new holding company had to come up with figures which promised a strong future for the Timpson chain. To do that, they used the company's considerable computing

resources, and a financial planning software package from EPS Consultants, called FCS. Timpson's has a chain of 440 shoe stores and repair shops throughout the North and West of England, with several shops in city centres such as Glasgow, Birmingham, and its home town of Manchester.

The property figured much more strongly in the deal with Hanson than such factors as goodwill and brand names, but the main problem was deciding

**Where the system scored over 'pen and ink' was in its ability to produce timely instantaneous and correct analysis of varying assumptions**

on what proportion of the total deal the property should represent.

It was in these negotiations that the FCS package came into its own.

"Even after the sale was agreed in principle, we needed to agree with Hanson on the sale and leaseback of the high street shops and other assets," explained Mr. Peter Cookson.

"We had been working for some time on the deal, since before Mr. Hanson bought the business, but we had to keep our ideas on finance very flexible. Ours is a very seasonal business: the cash flow changes with the seasons, and as time

moved on, we had to change our business plan."

Candover Investments, which was closely involved in the negotiations, had its own ideas on what it wanted from the company in terms of facts and figures.

"We wanted a summary for the whole group: a bird's eye view of the business for the last five years and a forecast of the plans for the next five years," said Mr. Stephen Curran, who as deputy chief executive at Candover was most closely involved in the Hanson deal.

"We wanted a spreadsheet which would use identical formats for the figures, so that we could see trends."

The obvious tool was the FCS financial planning package which had been in operation on Timpson's Univac System 80 minicomputer for some time. The FCS package is one of the most widely used pieces of financial planning software, and although it was late to adapt to the micro-spreadsheet boom started by Visicalc, it has an extremely high reputation among its big business users, and is probably still the most popular package of its kind despite its low profile and high price.

In the micro version, the package costs under £1,000 but most of EPS Consultants' prestige users have mainframe versions. These cost between £60,000 and £70,000 for the complete system, depending on the computer on which it runs, and include statistics and fore-

casting modules, risk analysis, graphics, multi-dimensional consolidation, screen management and a relational database.

Not everyone needs every module, so that the price typically works out between £20,000 and £30,000.

FCS has been running at Timpson's since 1978. "If you pay for a product you have to use it properly," said Mr. Cookson. "It's only expensive if you don't." Timpson has had thorough use out of FCS even before the buyout. FCS was used to do stock forecasting, branch budgets and produce monthly management accounts, as well as doing the company's current cost accounting and dealing with fixed assets.

It was fairly simple to use FCS to build the models needed to assess the various methods of financing the buyout. The data was already there for use, and it was a matter of varying the analysis. Like most financial planning packages FCS allows its users to try out different factors on the data, known as "what if" functions, since all the data is manipulated by the package to produce figures which show the impact of possible varying factors.

"As the situation developed, revised versions of the plan became easy to produce," said Mr. Cookson. "It was like trying to hit a moving target, because every time the costings changed we had to re-jig our figures and end up with an optimum solution for the business."



Mr. Peter Cookson, finance director of William Timpson, the shoe chain, which has recently completed a management buyout from Hanson Trust.

Candover was anxious to try out its own assumptions on the model built by Cookson. The company worked on two models, one of the company operations, and the other of the financial structure itself.

"It was a matter of substituting one form of finance for another and seeing what impact it had on the cash flow of the company," said Mr. Curran. "The biggest variable was the leaseback of the properties." As time went on they arrived at the figure of £28m of the total purchase price, but the team needed to react fast, and according to both Curran and Cookson, FCS's ability to produce instant variations on the basic plan was absolutely critical in the buyout.

Candover had used Visicalc but found it not sophisticated enough to cope with the huge amount of data and many variations needed.

Timpson also had a micro-computer package, Sorcim's Supercalc, running on a Superbrain micro, but according to Cookson, no micro package could have coped with the sophistication and accuracy needed to work out where to split the sale and leaseback proportion of the deal with the equity finance.

"One of the things where FCS scored was the inbuilt tax routines and interest calculations. Correct treatment of the Advanced Corporation Tax, for example, is easy with FCS but would be impossible with something like Micromodeler."

## SOFTWARE/expo

EUROPE

SOFTWARE/EXPO is a three-day conference and exhibition which aims to bring key leaders in the software industry to London's Wembley Conference Centre from November 8-10 1983. The event is intended to provide a step-by-step solution to software selection and use in a market place that has seen dramatic changes in the past few years.

Among the speakers will be Mr. Doug Eyskens, director general of the Computing Services Association; Mr. William Frith of Zynar and Mr. Tony Lazenby of Plexus Computers. For more details of Software/Expo, contact Online Conferences, tel: 01-863 4466.

FCS's superiority on this score comes from its ability to reuse existing models, and to deal with tricky simultaneous equations, such as those involved in interest charges, making them transparent to the user.

Cookson put the models together himself, and while he is no stranger to financial planning packages, feels that FCS is easy enough for anyone to use "idiot-proof," in fact.

While Timpson Shoes team had been preparing for their buyout since the beginning of the year, the process was time-consuming, and had to be kept secret.

"Doing things this way meant that the accounting department didn't have to spend too much time on it, and financial control wasn't sacrificed while the re-financing was arranged," said Mr. Cookson.

"We managed to keep it all within our very small team, and without jeopardising the day-to-day running of the business."

One point in which FCS failed was the management of the details of those 440 high street properties. The chief accountant, Mr. Neville Abbott

had to load all the property details on a separate system, using the Ashton Tate micro database dBase II. He produced his own calculations for the property, and then transferred the totals into the FCS corporate model.

**'We managed to keep the project within our very small team, without jeopardising the day-to-day running of the business'**

FCS is not a custom-built database, and its strength is in manipulating and forecasting, not simply "house-keeping."

"Where the system scores over pen and ink is in its sensitivity analysis," said Mr. Cookson. "Instead of working as a mental natter, I could instantly show the effect of varying assumptions. The ability to produce timely instantaneous and correct analyses of the situation was paramount in getting the deal."

Claire Gooding

## New developments in operating software for the microcomputer

THESE DAYS it is difficult to be entirely ignorant of computer software: it is appearing on the shelves of high street shops, and even in advertisements for shoes.

It is no longer news that the microcomputer—or any computer—is useless without the software or application which does a particular job. And most people know that when they go to buy a system, it's the software which is the expensive part.

Applications of computer software may well be dealing with familiar parts of your business: accounting, or possibly stock control. If it is well written, you should be able to find your way around it easily, with or without the help of a manual, and make a decision

on whether it suits your needs or not.

Less "visible" is the operating system with which the application runs. Software is divided into two rough categories: the application, which does a particular job and is written for end users, and the systems software, which deals with the machine itself, and forms a bridge between the machine and the application.

Sometimes systems software manages or creates other software: language computers, for example, such as Cobol and Pascal, are "systems software."

## Functions

The operating system is also systems software, and does the job of "managing" both the machine functions and the application. It is a sort of

"housekeeper," dealing with the operations which happen in every application such as fetching, carrying and returning all the data the application needs.

The operating system sits on top of the machine itself, and because it has to do such jobs as I/O—input and output from the storage medium to the application—it is usually written in very low-level machine code, which works faster than high level languages like Basic.

Computers usually have "native" operating systems which are written in the particular machine language of the microprocessor in the machine.

The operating system deals with all the applications running on that machine, and the applications themselves will contain "hooks" which connect with the operating system.

**The microcomputer brought the opportunity to make software portable, a revolution which has brought about a huge new industry, as Claire Gooding reports here.**

These are used whenever the application needs to interact with the machine, perhaps to activate a device such as a printer, or to take data off a disc.

In the "old days" of the mighty mainframe, each manufacturer wrote his own "native" operating system for his mainframe. Once the computer's operating environment was written, it was extremely difficult to change; it had to be kept consistent, even with new releases of operating software, so that existing applications

could still use the operating system (OS) without being changed themselves. Users then find themselves "locked in" to a particular operating environment.

Because of the need for speed (large machines have to manage thousands of I/O transactions in seconds) operating systems have to be written in low-level code. That means they are written and maintained by systems programmers, who are more concerned with keeping the computer running smoothly than in making things easy for the operator.

Systems software — and operating systems, in particular — used to be esoteric stuff, and the end-user rarely knew what operating system his mainframe ran, nor did he ever need to know.

The microcomputer changed all that. Software—applications and operating systems—used to belong to one machine, and need re-writing if they were moved on to another.

But the microcomputer brought the opportunity to make software portable, a revolution which brought about a huge new industry. Manufacturers couldn't rely on their users being locked into applications which would only run on their particular machine, and suppliers could write software packages which would work on many different machines, not just the one.

Portability started with CP/M, an operating system which was knocked out by Gary Kildall fairly hastily because (here is the truth about most OSes)—he was in a hurry to run an application.

Kildall never dreamed that CP/M would become the basis for a multi-million dollar industry. It just happened to be a piece of software which worked (though fairly rudimentary) and was there in the right place at the right time, just when the first generation of microcomputers were reaching the market and spreading through the tight community of Silicon Valley like wildfire.

## Pattern

The first eight-bit micro, the Apple and the Commodore Pet, had their own operating systems, and followed the familiar pattern of needing applications especially written for them. But the other eight-bit micros which flooded on to the market in their wake adopted CP/M, partly because it was cheap.

It did not take long for the people writing applications software to realise that if they wrote an application which worked with CP/M, they could address a very wide market, across many different machines.

On the other side of the Atlantic, in one of Britain's largest software houses, CAP, another micro operating system had been developed with the same idea of being portable. The BOS system, now sold by CAP spin-off MPSL, did not catch on as fast as CP/M, partly because it needed a lot of effort to implement, and once implemented, locked in its users to CAP applications very much as mainframe OSes did.

It was also expensive, compared to CP/M, and it did not have the advantage of being on the spot in Silicon Valley.

Once CP/M was established

as the "standard" operating system for 280-based micros, it grew an industry of its own.

More applications that appeared, the better it was for users and buyers, who were assured of having a choice, and never again getting "locked in" to one supplier which could charge what it liked.

CP/M was the beginning of competitive software pricing, and a high-volume, low-cost attitude to software packages. The operating environment became the driving force in the market.

By the time IBM entered the micro market last year, CP/M rule OK, and looked invincible in the eight-bit arena.

But the IBM Personal Computer like most of the new arrivals which came in its wake, the new generation of 16-bit processors. These were larger, faster and generally more powerful, and feeling run high that a new portable operating system was needed for the 16-bit processors.

IBM, while ready to toe the line by picking an independent "operating system," did not do the predictable thing by picking the 16-bit versions of CP/M. It went instead, for the MS-DOS operating system, from Microsoft.

Microsoft was best-known for its language compilers, particularly the Basic language, but had entered the operating systems area with the acquisition of MS-DOS, sold to IBM for the under the name PC-DOS, and a version of the up-and-coming Unix operating system, Xenix.

Digital Research reacted to its rival by promptly acquiring some languages. MS-DOS was, indeed, written for the 16-bit 8088 and 8086 chips used by IBM in the PC, but it was still a single user system. Micro pundits predicted the victory of MS-DOS and the imminent death of CP/M.

Digital Research responded by beefing up CP/M—without losing access to that precious pool of applications—and providing 16-bit and multi-user versions of the system.

## Variations

CP/M never really got sick, let alone close to death. What happened was that applications were quickly adapted for MS-DOS and the two systems fed the market side by side.

Legend has it that Gary Kildall lost the IBM business because he was out when IBM came to call. He maintains that IBM's embrace may well have been a deadly one, which would stifle CP/M's growth and development.

Digital Research has certainly come out with ever more interesting variations on the single theme: Concurrent CP/M, which runs several jobs for one user, and most recently the user-friendly VIP system which makes use of "windows" which split up the screen.

16 bits do not make that much difference to the applications themselves, which perhaps explains why MS-DOS and CP/M have co-existed. The extra capacity allowed by the 16 bits makes little difference especially for common-or-garden applications dealing with accounts or administration. They do make it possible to handle large numbers and "number-crunching" applications such as financial modelling and equation solving.

The real importance of the 16-bit processor is that it opened up the possibility for small microcomputers to be truly multi-user and as "adult"

as minicomputers.

Most of the extra power in the 16-bit processors is invisible to the user: it all goes into making the systems software more sophisticated, and the operating system more helpful to the applications (and even sometimes to the user).

The applications, in their turn, have to be written for more than one user: this means incorporating sophisticated "locks" which prevented users from reaching the same piece of data at the same time and corrupting it. These are written in at file and record level.

## Challenge

The market opened up by the new 68000 and other similar processors was yet another challenge to manufacturers. The problem was to find a portable operating system which would make applications as widely transportable in the 16-bit multi-user area as CP/M has made them portable in the eight-bit market.

First, one or two, then a flood of manufacturers plumped for the Unix operating system from AT&T's research arm Bell Laboratories.

Like CP/M, Unix had not been developed with commercial success in mind, and for years had been licensed only to Unix community will adopt it."

universities and colleges, due to complex U.S. monopoly laws.

Now these have been lifted, and the last bar to Unix' commercial success removed. There are now plenty of "Unixlikes" like Microsoft's Xenix on the market, and most manufacturers, including Digital Equipment and IBM, have (sometimes grudgingly) given in to the Unix movement.

The system's rich variety of programming tools makes addicts of its programmers, but Unix was chosen primarily because of its outstanding advantage of portability. The system was conceived over 10 years ago as a research tool, ironically, and not a commercial system.

It is primarily a programmer's system, and is written in a very versatile language called C, which gives the system its adaptability. It is very easy to implement Unix on new processors, and it can be moved to new machine environments as more advanced processors are released.

At present, most 68000-based machines support Unix, but as the chairman of the European Unix User Group, Mr. Emrys Jones recently pointed out: "There is no such thing as loyalty to a particular processor: if something better than the 68000 comes along, then the years had been licensed only to Unix community will adopt it."



## How to keep the computer revolution from becoming a revolt.

Computers are creating a revolution in the way we work. But because they sometimes lose or confuse information, they also create frustrating problems.

But not all computer errors are the computer's fault. Sometimes, it's a faulty flexible disk. Because of surface inconsistencies, some disks can lose their magnetic properties. And along with them, your information.

The answer: Datatype flexible disks. Certified 100% error free and backed by a 5-year warranty, they perform flawlessly time after time.

So now you can join in the computer revolution without losing data or your temper. Use Datatype by Verbatim, the world's leading producer of flexible disks.

Verbatim Ltd., Mint House, 8 Stanley Park Road, Wallington, Surrey. SM6 0HA U.K. Tel: (01) 773 1115 Telex: 882757

## Pegasus Software—big business accounting for small businesses



Why not let Pegasus get on with your accounting, and give your staff more time to get on with your business? Pegasus Software is a series of business accounting programs written by professionals. They are easy to understand — and to use.

Thousands of Pegasus programs are in daily use making businesses more efficient and effective. Find out more about Pegasus on our free cassette. Get it right first time with Pegasus Software.

**FREE CASSETTE**  
To: Pegasus Software Ltd.,  
20/22 Station Road, Kettering,  
Northants. Tel: 0536 522822.  
Please tell me more FT10/83

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
Tel \_\_\_\_\_  
☐ I have a computer.  
☐ I have no computer  
(delete or complete where appropriate)  
**PEGASUS SOFTWARE**  
makes micro work better